

# *DRAFT*

# *ANNUAL REPORT*

*2018/2019*

*GREATER TZANEEN MUNICIPALITY*



**OFFICE OF THE MUNICIPAL MANAGER**

**Civic Centre**

**38 Agatha Street**

**Tzaneen**

**Contact no: 015-307 8002**

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## LIST OF ABBREVIATIONS

|                |                                                                                    |
|----------------|------------------------------------------------------------------------------------|
| <b>ABET</b>    | Adult Basic Education and Training                                                 |
| <b>AFS</b>     | Annual Financial Statements                                                        |
| <b>APR</b>     | Annual Performance Report                                                          |
| <b>ATTI</b>    | Advanced Technology Training Institute                                             |
| <b>BDS</b>     | Blue Drop Status                                                                   |
| <b>CBO</b>     | Community Based Organisation                                                       |
| <b>CCMA</b>    | Council for Conciliation, Mediation and Arbitration                                |
| <b>CDW</b>     | Community Development Worker                                                       |
| <b>CFO</b>     | Chief Financial Officer                                                            |
| <b>COGHSTA</b> | Department of Cooperative Governance, Housing, Settlements and Traditional Affairs |
| <b>COIDA</b>   | Compensation for Injury Act                                                        |
| <b>CPMD</b>    | Certificate Programme in Management Development                                    |
| <b>DEAT</b>    | Department of Environmental Affairs and Tourism                                    |
| <b>DLTC</b>    | Driver License Testing Centre                                                      |
| <b>DoC</b>     | Drop off Centre (waste)                                                            |
| <b>DSAC</b>    | Department of Sports, Arts and Culture                                             |
| <b>EDTP</b>    | Education, Training and Development Practices                                      |
| <b>EPWP</b>    | Expanded Public Works Programme                                                    |
| <b>ESD</b>     | Engineering Services Department                                                    |
| <b>EXCO</b>    | Executive Committee                                                                |
| <b>GAMAP</b>   | Generally Accepted Municipal Account Principles                                    |
| <b>GTEDA</b>   | Greater Tzaneen Economic Development Agency                                        |

|              |                                             |
|--------------|---------------------------------------------|
| <b>GTM</b>   | Greater Tzaneen Municipality                |
| <b>GRAP</b>  | Generally Recognised Accounting Principles  |
| <b>HDA</b>   | Housing Development Agency                  |
| <b>HIV</b>   | Human Immunodeficiency Virus                |
| <b>IDP</b>   | Integrated Development Plan                 |
| <b>KPI</b>   | Key Performance Indicator                   |
| <b>LED</b>   | Local Economic Development                  |
| <b>LTA</b>   | Local Tourism Association                   |
| <b>MDM</b>   | Mopani District Municipality                |
| <b>MEC</b>   | Member of the Executive Committee           |
| <b>MFMA</b>  | Municipal Finance Management Act            |
| <b>MFMP</b>  | Municipal Finance Management Programme      |
| <b>MIG</b>   | Municipal Infrastructure Grant              |
| <b>MPAC</b>  | Municipal Public Accounts Committee         |
| <b>MSA</b>   | Municipal Systems Act                       |
| <b>NDPG</b>  | Neighbourhood Development Partnership Grant |
| <b>NERSA</b> | National Energy Regulator of South Africa   |
| <b>NGO</b>   | Non-Governmental Organisation               |
| <b>NMC</b>   | National Moderation Committee               |
| <b>NYDA</b>  | National Youth Development Agency           |
| <b>OHS</b>   | Occupational Health and Safety              |
| <b>PA</b>    | Personal Assistant                          |
| <b>PMS</b>   | Performance Management System               |
| <b>PDP</b>   | Professional Drivers Permit                 |

|               |                                                    |
|---------------|----------------------------------------------------|
| <b>PTH</b>    | Personal to Holder                                 |
| <b>RDP</b>    | Reconstruction and Development Programme           |
| <b>SAIMSA</b> | Southern African Inter Municipal Sport Association |
| <b>SALGA</b>  | South African Local Government Association         |
| <b>SALGBC</b> | South African Local Government Bargaining Council  |
| <b>SANS</b>   | South African National Standards                   |
| <b>SCM</b>    | Supply Chain Management                            |
| <b>SDBIP</b>  | Service Delivery and Budget Implementation Plan    |
| <b>SDF</b>    | Spatial Development Framework                      |
| <b>SETA</b>   | Sector Education and Training Authority            |
| <b>VIP</b>    | Ventilated Improved Pit (toilet)                   |
| <b>WACCA</b>  | Wage Curve Collective Agreement                    |
| <b>WSA</b>    | Water Service Authority                            |
| <b>WSP</b>    | Water Service Provider                             |
| <b>YGD</b>    | Youth Gender and Disability (Programme/ office)    |

## CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

### COMPONENT A: MAYOR’S FOREWORD

#### *a. Vision*

Greater Tzaneen Municipality continues to be *a green, prosperous and united municipality that provides quality services to all*. This has been reaffirmed by the council and was adopted as the Vision for the municipality with the underlying principles in the mission of the institution. This term of Council is now on the third (3<sup>rd</sup>) year since its inception in 2016. It has been actively involved in uplifting the lives of our people in general and our rural communities in particular. The main aim is clearly outlined in the Constitution of South Africa Act 108 of 1996 Section 152 (1). It is against this background that the municipality is working tirelessly to eradicate the demon of poverty and inequality through the creation and delivery of sustainable services to the community at large. Of key importance is the creation of sustainable jobs for our people.

#### *b. Key Policy Developments*

Greater Tzaneen Municipality is adamant about putting people first as outlined in the strategic government document of *Batho Pele/Putting people first* by ensuring that people get the services they deserve. This is observed through the continued infrastructure development which is built through the MIG budget. The report shows the way the municipality takes business community into great consideration as they are the key economic pillar of the institution. The municipality has investor friendly policies which were developed to eradicate poverty in our communities. According to Stats SA report released in quarter two (2) of 2019, it shows that the level of unemployment has increased by 1% in the province whilst in the country it increased by 1.8%. The most unemployed are the youth in the Limpopo and it stands at 30.4%. Greater Tzaneen Municipality is mostly depended on agriculture for its economic growth. The agricultural sector has managed to be on the increase in so far as employment is concerned.

The Municipality continues to make substantial infrastructure investments to build an environment conducive for business to get-about their daily operations and to plan for the future. This report will show that our investor-friendly policies and connection with business yields over time the results we desire as our local economy expands despite the odds that face similar and bigger local economies. The mood is made all the more buoyant by the Statistics South Africa report of 2011 to which we referred in our 2017 State of the municipality address: (SOMA) “Statistics SA data shows that our unemployment rate was 33.6% in 2011 and has reduced to 24.6% in 2014, which is lower than the provincial unemployment rate which Stats SA puts at 26.3% whilst the national rate is at 29.8%. This resilience happened despite the fact that our population has grown by 22% over the same period, and more importantly, it occurs against the world economic downturn that we are slowly emerging from. We still place a high premium on the tried-and-tested equalizer that is the principles of Expanded Public Works Programme (EPWP), which more than any programme helps us to absorb many of our community members into putting food on their tables working together with Public Works Department. We also adopted an aggressive approach through GTEDA to encourage the establishment of cooperatives as an easy-to-create business entity that can help huge numbers of our people to get out of the ranks of the unemployed to self-employment.

*c. Key Service Delivery improvements*

Infrastructure development is the key service delivery for the Municipality. It helps in Local Economic Development in the community and it links community and business. The report shows the infrastructure developments which the municipality has implemented. The report will show that the municipality has continued to implement its Municipal Strategy in a manner that builds confidence to our people. The people of Greater Tzaneen expect the municipality to be well managed and to be accountable for the prudent stewardship of public funds, the safeguarding of public assets, the effective, efficient and economical use of public resources. We will show how we have managed to mitigate risks; make improvements in our ICT infrastructure and bettered municipal financial management.

*d. Public Participation*

In its preamble, the Freedom Charter (1955) cautions us that “no government can justly claim authority unless it is based on the will of the people.” The Charter being the blueprint, upon which our democratic future is established, our municipality ensures that public participation remains the hallmark of all government work. The report will show that the municipality has joined others in this sphere of government in strengthening ward committees by reimbursing them for costs related to work they do in communities whilst assisting ward Councillors. It will also show that the municipality has not lost the connection with communities in relation to projects it implements in their name. Furthermore, we had held numerous Mayoral Outreach programs or Mayoral IMBIZOS throughout the clusters of our Municipality.

*e. Future actions*

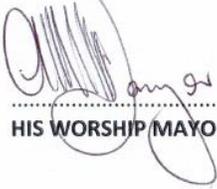
Our emphasis in the coming year and beyond is to reinforce public participation processes by introducing focused sector meetings on regular basis, which will sit to assess community impression about the work of different municipal departments. In the interest of a sound living environment, we will address on an urgent basis, and in collaboration with the other spheres of government, the agricultural legacy which affects our town and our villages in particular. Already, in our engagements with our farmers, we noticed that as long as many young and old people struggle in the villages/townships, farmers in our jurisdiction highlights that they run short of labourers with regards to seasonal jobs they can offer annually hence they end up resorting to employ our brothers from outside the borders of our country. A concerted effort including massive campaigns will be made to address the scourge of crime across the municipality, having recently started with Dan, Mamitwa and Lenyenye by means of campaigns against crime. The priorities outlined in the local economic development strategy will receive the necessary attention to ensure that they are indeed realized.

*f. Agreements and partnerships*

We will also revise our organizational structure to ensure that it is responsive to the new National imperatives that will come in the near future. In the year under review, we encourage local municipal procurement to Greater Tzaneen-based business entities, in order to boost our local economy. We also support the 2017 raising of the Tzaneen Dam wall to which we believe it will resolve challenges of water scarcity in and around Tzaneen town. This report will show how we are working in collaboration with government departments and private business in the provision of services to our communities.

*g.* Conclusion

The central message of our work remains that we are single-minded and willing to forge ahead with building a better city. The Greater Tzaneen we live in today is better than the one we lived in before 1994.



HIS WORSHIP MAYOR

## COMPONENT B: EXECUTIVE SUMMARY

### 1.1. MUNICIPAL MANAGER'S OVERVIEW

Section 121(3) of the Municipal Finance Management Act 2003, read together with section 46 of the Municipal Systems Act 2000, prescribes the minimum contents of an annual report of a municipality. In preparation of this 2018-2019 Annual Report, we have considered these legislative requirements. We have also considered the importance of credibility, reliability, usefulness and relevance of the annual financial statements and performance information as contained herein.

This Annual Report therefore provides an authoritative record of the activities of the Greater Tzaneen Municipality which we embarked on during the period of 2018/2019 financial year. The report presents us with an opportunity to reflect on our achievements since the last reporting period, and to provide a detailed account of our performance as a municipality against our strategic plans and resources that were at our disposal for the period. The Integrated Development Plan (IDP), Budgets, Service Delivery and Budget Implementation Plans (SDBIP's), Performance Plans and Agreements of section 57 managers, remains the key service delivery planning tools which we have to utilize in an effort to deliver sustainable services to our communities.

#### **a. Powers and Functions**

The Greater Tzaneen Municipality has the following powers and functions assigned to it in terms of section 84 (2) of the Local Government Municipal Structures Act, 1998 (Act No 117 of 1998) and the Annual Report covers all these functions.

#### **b. Entities related to the municipality and the sharing of power with these entity/ies**

Greater Tzaneen Economic Development Agency was established by the Greater Tzaneen Municipality in 2007 after the various assessments and studies that have been performed for

purposes of identifying the appropriate mechanism to be adopted by the Municipal Council for social and economic development as required by section 152 (1) (c) of the Constitution. This culminated into the signing of the service level agreement between GTEDA and the municipality dated the 23rd October 2008 by the Municipal Manager of Greater Tzaneen Municipality and the CEO of GTEDA. The service level agreement served as the mandate for the agency and the commitment to fund the activities thereof. The implementation of the service level agreement was highlighted during the session and the implications thereof to ascertain the mandate.

**c. 2017-2018 financial year's audit opinion**

The municipality received a qualified audit opinion from the Office of the Auditor General for the 2017/2018 Financial Year. To arrest and reverse this audit outcome, we have developed an Audit Action Plan which has since been approved by the Council of the Municipality. The Audit Action Plan will address all the adverse findings by the Auditor General. The Audit Steering Committee which is the custodian and driver of these remedial actions sits bi-weekly to fast track their implementation. The main reason for us to regress in the last audit, was the INEP grant front loading. I am pleased to report to the residents of Greater Tzaneen Municipality that this finding has since been resolved and we have a communication from the Office of the Auditor General clearing the matter.

**d. The current financial health of the municipality**

Council ended the financial year with a cashbook balance of R42 million, but conditional grant allocations to the amount of R5 million have not been spent during the financial year. The cost containment measures issued by the National Treasury and highlighted in the 2017 state of the nation speech have also been implemented to reduce excessive expenditure and eliminate wasteful expenditure.

**e. Revenue trend by source including borrowings undertaken by the municipality.**

The report reflects the revenue collected for the municipality during the 2018/19 financial year. Therein the major issues to take note of is the fact that GTM is still largely funded through own

revenue but that challenges with revenue collection and low payment levels are putting the municipality at risk of becoming grant dependant. Actual Revenue collected amounted to R1,089,431,000, which was 1% above the budgeted amount.

**f. The internal management changes in relation to Section 56/57 managers.**

In the 2018-2019 financial year, all Section 56/57 manager's vacancies were filled as follows:

- Municipal Manager: BS Matlala (Male)
- CFO: PM Makhubela (Female)
- Director Community Services: HA Nkuna (Male)
- Director Electrical Engineering Services :MS Lelope (Male)
- Director Engineering Services :CW Molokomme(Male)
- Director Planning and Economic Development: BM Mathebula (Male)

**g. Risk assessment, including the development and implementation of measures to mitigate the top 5 risks.**

In terms of Section 62 of MFMA, Accounting Officer must maintain an effective, efficient and transparent systems of financial, risk management and internal control. The municipality is continuously conducting risk assessments in terms of Public Sector Risk Management Framework ensuring that all objectives as set out in the IDP are achieved. Risk Management Unit has been established within the office of the Municipal Manager. Risk management strategy, policies and plans are in place and implemented. The risk management committee has been established, chaired by independent person, to monitor the implementation of risk mitigation strategies employed by the municipal departments on a quarterly basis.

The following are the municipality's Strategic risks identified:

- Failure to provide basic services to communities due to ageing and dilapidated infrastructure (Electrical, Roads, Buildings, Information Technology);
- Inadequate measures to ensure maximum revenue collection;

- Non-implementation of land availability agreements;
- Challenges with system vendor in implementing mSCOA project;
- Vulnerability to fraud and corruption;
- Non-compliance with SCM Policy and Regulations.

### **Anti-Corruption**

This Anti-corruption Strategy, Whistle Blowing Policy and anti-fraud and corruption hotline are instituted for the Greater Tzaneen Municipality in order to give effect to the expressed commitment of Council to address issues of fraud and corruption in an integrated manner and to promote good governance and accountability. The municipality's Anti-Corruption Hotline is: **0800464644.**

## 1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

Greater Tzaneen Municipality has functions bestowed upon it by the Constitution of the Republic of South Africa (Act no 108 of 1996), as follows:

- As a water service provider (Mopani District Municipality is the Waster Services Authority)
- The Municipality also provides refuse removal services.
- Provision of electricity.
- Provision of sanitation, in partnership with Mopani District Municipality.
- Provision of road and storm water infrastructure.
- Consideration of building plans and town planning applications

According to the Statistics South Africa (Census 2011), the Greater Tzaneen Municipality has increased its population from **375 588** to **390, 092** (an increase of 14 504) comprising of **181 558** males (Census 2001, **171 119**) and **208 536** females (Census 2001, **204 469**). Females still outnumber males as they comprise 53% of the population (54% during Census 2001). Young people between the ages of 14 – 35 constitute 40% (**156 900**) of the total population of the Municipality (See **Table 1**).

| Age Group    | 2001          |               |             | 2011          |               |             |
|--------------|---------------|---------------|-------------|---------------|---------------|-------------|
|              | Male          | Female        | % of Total  | Male          | Female        | % of Total  |
| Age 0-4      | 19086         | 19489         | 10.3%       | 24007         | 24002         | 13%         |
| Age 5-9      | 23135         | 23624         | 12.4%       | 18877         | 18989         | 10%         |
| Age 10-19    | 48442         | 49172         | 26.0%       | 40526         | 39299         | 21%         |
| Age 20-29    | 29315         | 35811         | 17.3%       | 35280         | 37141         | 19%         |
| Age 30-39    | 19388         | 28009         | 12.6%       | 20795         | 26950         | 13%         |
| Age 40-49    | 13766         | 19780         | 8.9%        | 15236         | 22583         | 10%         |
| Age 50-59    | 9142          | 10854         | 5.3%        | 10241         | 14761         | 7%          |
| Age 60-69    | 4892          | 8936          | 3.7%        | 6220          | 8763          | 4%          |
| Age 70-79    | 3956          | 8784          | 3.4%        | 2856          | 6335          | 2.4%        |
| <b>Total</b> | <b>171122</b> | <b>204459</b> | <b>100%</b> | <b>174038</b> | <b>198823</b> | <b>100%</b> |

Source: Stats SA Census 2011

Socio-economic statistics for the municipal area is limited to the unemployment rate, as established during the 2011 Census.

| Year | Housing backlog as proportion of current demand | Unemployment rate | % of Households with no income | HIV/AIDS prevalence |
|------|-------------------------------------------------|-------------------|--------------------------------|---------------------|
| 2015 | 12565                                           | 16%               | 13.4%                          | 6,9%                |
| 2016 | 12590                                           | 16%               | 13.4%                          | 5,0%                |
| 2017 | 19431                                           | 36.9%             | 13.4%                          | 5.6%                |

Source: Census 2011

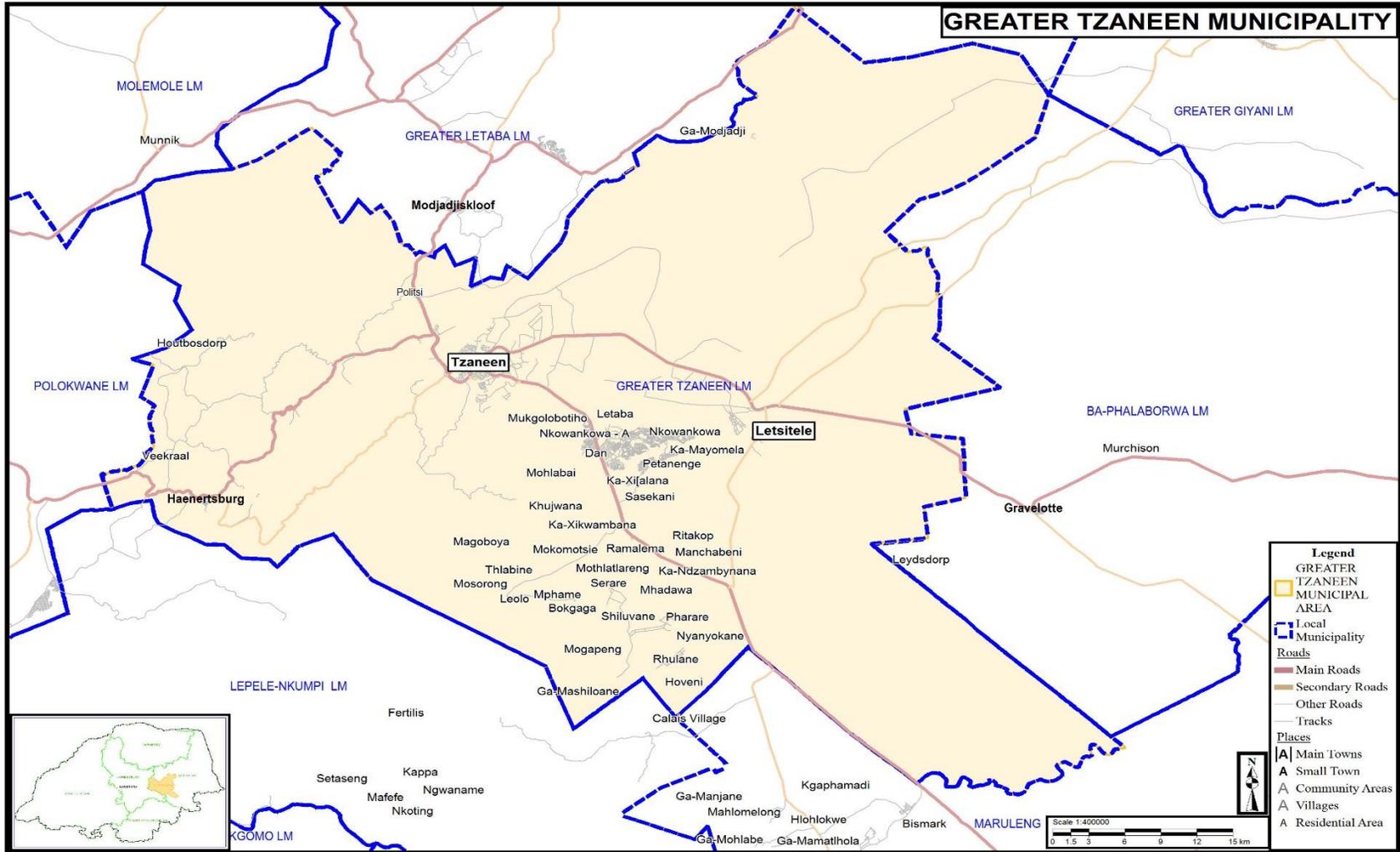
| Settlement Type                                                  | Households    | Population     |
|------------------------------------------------------------------|---------------|----------------|
| Towns: (Tzaneen, Letsitele, Lenyenye, Nkowankowa & Haenertsburg) | 16433         | 65734          |
| Villages (131 villages)                                          | 63 468        | 317 344        |
| 12 Informal settlements                                          | Not known     | Not known      |
| <b>Total</b>                                                     | <b>79 901</b> | <b>383 078</b> |

A map of the Greater Tzaneen municipal area is presented in **Figure 1**.

| Major Natural Resource      | Relevance to the Community                                                                                             | GTM activities to promote resource optimisation                                                                                                                                                       |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Land                        | Agricultural development<br>Mining and quarrying<br>Property development<br>Grazing land for domestic and wild animals | <ul style="list-style-type: none"> <li>▪ Revitalisation of Agricultural Schemes</li> <li>▪ Implement Agro-Processing and value chain</li> <li>▪ Address illegal sand mining in rural areas</li> </ul> |
| Rivers, waterfalls and dams | Water for agriculture<br>Human consumption<br>Tourism development/promotion                                            | <ul style="list-style-type: none"> <li>▪ Manage rivers, streams and wetland</li> <li>▪ Develop adventure tourism</li> </ul>                                                                           |
| Forests                     | Manufacturing/sawmills<br>Improve biodiversity and                                                                     | <ul style="list-style-type: none"> <li>▪ Implementation of the forestry value chain</li> </ul>                                                                                                        |

| <b>Table 4: Natural Resources in Greater Tzaneen municipal area (2018/19)</b> |                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Major Natural Resource</b>                                                 | <b>Relevance to the Community</b>                                                                                      | <b>GTM activities to promote resource optimisation</b>                                                                                                                                                                                                                                                                                                                 |
|                                                                               | biosphere<br>Soil conservation                                                                                         | <ul style="list-style-type: none"> <li>▪ Veld management</li> <li>▪ Solar power in new development</li> </ul>                                                                                                                                                                                                                                                          |
| Nature Reserves                                                               | Environmental management<br>Improvement of the eco-system<br>Preservation of indigenous species and animals<br>Tourism | <ul style="list-style-type: none"> <li>▪ Harvest rain water for irrigation</li> <li>▪ Compost production from farm</li> <li>▪ Environmental management to reduce soil erosion and degradation</li> <li>▪ Conservation of protected area e.g. Tzaneen nature reserve, Lekgalametse etc.</li> <li>▪ Promote anti-tourism</li> <li>▪ Tourism route development</li> </ul> |

Figure 1: Map of GTM Area -



### 1.3. SERVICE DELIVERY OVERVIEW

During the 2018/2019 financial year, the projects listed below in **Table 5**, were implemented to improve the lives of the GTM community.

| <b>Service</b>                  | <b>Activities</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Water</b>                 | ✓ Operation and maintenance of water works, distribution network, water tankering and quality control.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>2. Sanitation</b>            | ✓ Operation and maintenance of wastewater treatment works, sewer reticulation network and quality control                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>3. Electricity</b>           | <ul style="list-style-type: none"> <li>✓ 755 households electrified at Joppie/Mavele/Radoo/Xihoko/Thapane villages</li> <li>✓ 327 households electrification at Julesburg Area villages</li> <li>✓ 396 households electrified at Serare/Leolo/Tshidinko villages</li> <li>✓ 25 households electrified at Canners Settlement</li> <li>✓ 87 households electrified at Lephepane/Rasebalane villages</li> <li>✓ 10 households electrified at Mabjepilong village</li> <li>✓ 31 households electrified at Pyapyamela Village</li> <li>✓ 181 households electrified at Ramotshinyadi village</li> <li>✓ 167 households electrified at Shikwambani</li> </ul>                  |
| <b>4. Roads and Storm water</b> | ✓ Upgrading from gravel to tar, potholes repairs, re-gravelling, blading and de-silting of stormwater drainage systems                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>5. Waste Management</b>      | <ul style="list-style-type: none"> <li>✓ Waste Minimization</li> <li>✓ Collection &amp; Transportation</li> <li>✓ Treatment and Disposal.</li> <li>✓ Pollution control</li> <li>✓ Management ; Administration &amp; Logistics</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>6. Town Planning</b>         | <ul style="list-style-type: none"> <li>✓ Process of formulation of the Land Use Scheme is currently underway. The service provider manage to complete 10 percent of the work till to date.</li> <li>✓ The planning Tribunal convene every month to consider development application, which to date 8 meeting and 30 development applications are finalised.</li> <li>✓ Minor development applications such as sub division and special consents are process through a Council delegated authority to the Town Planning Manager and to date a total of 112 application where approved.</li> <li>✓ Furthermore the Municipality has opted to establish external</li> </ul> |

| <b>Table 5: Key Service delivery initiatives 2018/19</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service</b>                                           | <b>Activities</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                          | <p>Appeal Tribunal, which process is currently underway.</p> <ul style="list-style-type: none"> <li>✓ The 2017 revised Spatial Development Framework is being implemented where possible, viz Densification policy, Nodal development etc.</li> <li>✓ Whereas capital investment must be made available for implementation of Corridor Developments and public housing programmes as identified in the policy document.</li> </ul>                                                                                                                                                                                                     |
| <b>7. Land, Property and Housing</b>                     | <ul style="list-style-type: none"> <li>✓ Number of RDP Housing Units completed - 21.</li> <li>✓ Donated Housing Units completed - 01. (Rhulani Village)</li> <li>✓ Military Veteran Housing Units completed - 08.</li> <li>✓ Number of Housing Consumer Education conducted -11.</li> <li>✓ No Land purchased during 2018/19</li> <li>✓ Tar Roads to Lenyenye cemetery is complete and a Tender for palisade fencing for both Lenyenye and Nkowankowa is advertised.</li> <li>✓ Acquired funding for Township establishment of Tzaneen Ext 105.</li> <li>✓ Number of Informal Settlements upgrading - 1 (Nkambako Village).</li> </ul> |
| <b>8. Library Services</b>                               | <ul style="list-style-type: none"> <li>✓ GTM libraries reached 129,730 users;</li> <li>✓ 54,730 books were circulated and</li> <li>✓ 47 special events and outreach projects were hosted</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>9. Cemeteries</b>                                     | <ul style="list-style-type: none"> <li>✓ Maintained 9 cemeteries in 1 Nkowankowa, 2 for Lenyenye, 1 Haenertsburg and 5 in Tzaneen. The total number is 136 cemeteries</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>10. Parks</b>                                         | <ul style="list-style-type: none"> <li>✓ We maintained 18 parks with gardens</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

A summary of access to basic services is presented in **Table 6:**

| <b>Table 6: Percentage of Households with access to basic services</b> |                    |              |                   |                         |
|------------------------------------------------------------------------|--------------------|--------------|-------------------|-------------------------|
| <b>Financial Year</b>                                                  | <b>Service</b>     |              |                   |                         |
|                                                                        | <b>Electricity</b> | <b>Water</b> | <b>Sanitation</b> | <b>Waste collection</b> |
| 2014/2015                                                              | 93%                | 49%          | 26.22%            | 39%                     |
| 2015/2016                                                              | 94%                | 48.5%        | 13.6%             | 39%                     |
| 2016/2017                                                              | 96%                | 16.3%        | 76.8%             | 41%                     |
| 2017/2018                                                              | 99%                | 75.79%       | 98.3%             | 52%                     |
| 2018/2019                                                              | 99.6               | 75.8         | 89.2              | 52%                     |

#### 1.4. FINANCIAL HEALTH OVERVIEW

Council ended the financial year with a cashbook balance of R42 million, but conditional grant allocations to the amount of R5 million have not been spent during the financial year. The cost containment measures issued by the National Treasury and highlighted in the 2017 state of the nation speech have also been implemented to reduce excessive expenditure and eliminate wasteful expenditure.

| Details                   | Original budget  | Adjustment budget | Actual           |
|---------------------------|------------------|-------------------|------------------|
| <i>Income</i>             |                  |                   |                  |
| Grants                    | 454,310          | 454,946           | 432,695          |
| Taxes, Levies and tariffs | 628,733          | 628,733           | 605,219          |
| Other                     | 93,745           | 93,245            | 99,641           |
| Sub Total                 | <b>1,176,788</b> | <b>1,176,924</b>  | <b>1,137,555</b> |
| <i>Less Expenditure</i>   | 1,162,471        | 1,184,776         | 1,214,546        |
| Net Total*                | <b>14,316</b>    | <b>(7,852)</b>    | <b>(76,991)</b>  |
| *Note: surplus/deficit    |                  |                   |                  |

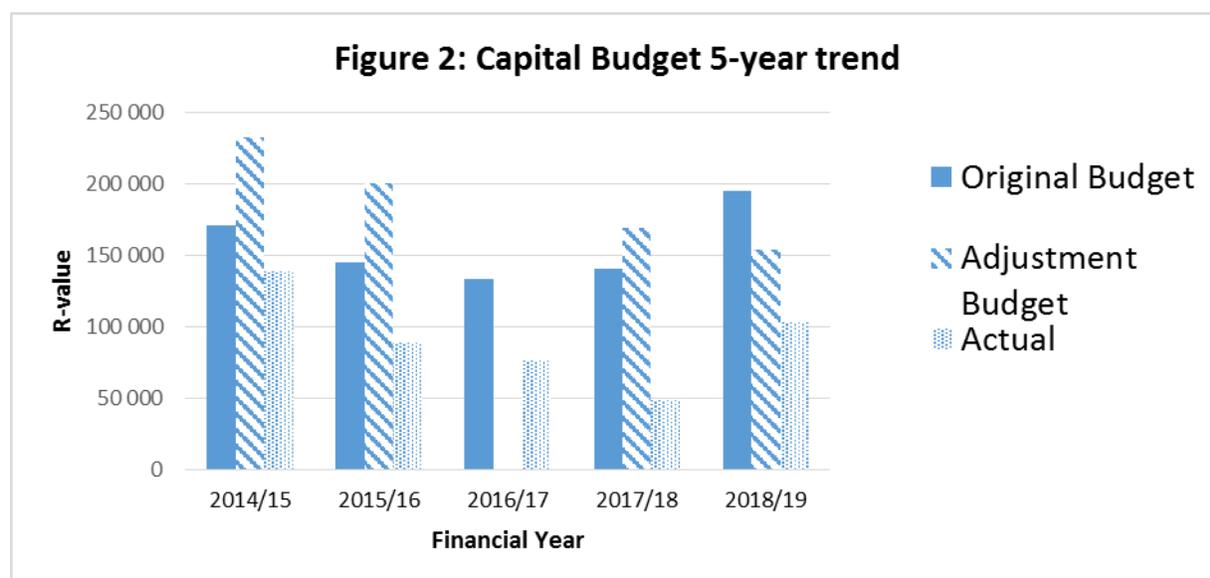
It is evident from the figures contained in **Table 7** that there are variances between the budgeted and actual figures. With regard to the expenditure, it is confirmed that overspending on the budget is mainly the result of the R102 million overspending on provision for Bad Debts, which is a non-cash item.

| Detail                           | 2014/2015 | 2015/16 | 2016/17 | 2017/18 | 2018/19 |
|----------------------------------|-----------|---------|---------|---------|---------|
| Employee Cost <sup>1</sup>       | 30.6%     | 26.83%  | 24.59%  | 27.46%  | 27.82%  |
| Repairs and Maintenance          | 4.00%     | 2.61%   | 3.22%   | 4.50%   | 3.97%   |
| Finance Charges and Depreciation | 16.0%     | 17.40%  | 12.78%  | 13.68%  | 13.16%  |

<sup>1</sup> Salaries as percentage of Total Revenue

As presented in **Table 8**, employee cost represents 27.82% of the total revenue which is below the acceptable norm of 35%. Repairs and maintenance represents only 3.97% of the total expenditure, this is due to the fact that the employee cost allocated to operating activities has been taken out of repairs and maintenance cost. If the labour cost is included in the repairs and maintenance cost, it would represent 11.0% of the total actual expenditure. Finance charges and depreciation represents 13.16% of the total revenue which is acceptable.

| <b>Table 9: Total Capital Expenditure (2014/15 - 2018/19) (R'000)</b> |                |                |                |                |                |
|-----------------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>Detail</b>                                                         | <b>2014/15</b> | <b>2015/16</b> | <b>2016/17</b> | <b>2017/18</b> | <b>2018/19</b> |
| Original Budget                                                       | 170 904        | 144 684        | 133 453        | 140 890        | 195 199        |
| Adjustment Budget                                                     | 232 738        | 200 256        | 220 547        | 168 926        | 153 718        |
| Actual                                                                | 138 659        | 89 143         | 76 411         | 48 788         | 103 448        |



## 1.5. ORGANISATIONAL DEVELOPMENT OVERVIEW

As on 30 June 2018 a total of 1446 positions were approved of which 650 were filled with 796 vacancies. The organisational structure (attached as **Annexure A**) for

The organisational structure consisted of 1446 of positions as at 30 June 2019. Management has concluded that the organisational structure at its current form cannot be entirely funded due to limited financial resources and is not properly aligned to the mandate and functions of the municipality. The staff complement has hardly reached 670 in the previous three years on

account of budgetary constraints. It was deemed important that an objective review of the organisational structure be undertaken. The review process would include work study investigation and skills audit.

Procurement of an independent consultant was undertaken during the 2018/19 financial year to help in the review of the organisational structure. The process of in depth review of the structure would be undertaken during the 2019/2020 financial with a view that its outcome would be implemented in 2020/2021 financial year.

The expected outcome is lean and affordable structure which promote integration and more aligned to the mandate of the institution.

## 1.6. AUDITOR GENERAL REPORT (2018/19)

The Annual Financial Statement as well as the consolidated Annual Financial Statements, see **Annexure B**, (including GTEDA) for 2018/2019 Financial year were audited by the Auditor General. The AG issued their consolidated audit report on GTM & GTEDA to the Mayor and Municipal Manager during December 2019 (attached as Annexure C). GTM received qualified opinion.

## 1.7. STATUTORY ANNUAL REPORT PROCESS

Greater Tzaneen Municipality annually comply with the reporting process as outlined below in **Table 10**.

| No. | Activity                                                                                                                                                                                                                                                                                                     | Timeframe           |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 1   | Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feed seamlessly into the Annual Report process at the end of the Budget/IDP implementation period. | July                |
| 2   | Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).                                                                                                                                                                                                            |                     |
| 3   | Finalise 4 <sup>th</sup> quarter SDBIP Report for previous financial year                                                                                                                                                                                                                                    |                     |
| 4   | Submit draft Annual Performance Report to Internal Audit and Auditor-General                                                                                                                                                                                                                                 |                     |
| 5   | Municipal entities submit draft annual performance reports to MM                                                                                                                                                                                                                                             |                     |
| 6   | Audit/Performance Committee considers draft Annual Performance Report of Municipality and entities (where relevant)                                                                                                                                                                                          | August              |
| 8   | Mayor tables the unaudited Annual Performance Report                                                                                                                                                                                                                                                         |                     |
| 9   | Municipality submits draft Annual Performance Report including consolidated annual financial statements to Auditor General.                                                                                                                                                                                  |                     |
| 10  | Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase                                                                                                                                                                                                  |                     |
| 11  | Auditor General assesses draft Annual Performance Report including consolidated Annual Financial Statements and Performance data                                                                                                                                                                             | September - October |

**Table 10: Annual reporting process**

| <b>No.</b> | <b>Activity</b>                                                                                  | <b>Timeframe</b> |
|------------|--------------------------------------------------------------------------------------------------|------------------|
| 12         | Municipalities receive and start to address the Auditor General's comments                       |                  |
| 13         | Mayor tables Audited Financial Statements to Council complete with the Auditor- General's Report | November         |
| 14         | Audited Annual Report is tabled to Council by the Mayor made public                              |                  |
| 15         | Annual Report is made public and inputs/comments are invited                                     | January          |
| 16         | Municipal Public Accounts Committee (MPAC) assesses Annual Report                                | February         |
| 17         | Council adopts Oversight report from MPAC                                                        |                  |
| 18         | Oversight report is made public                                                                  |                  |
| 19         | Oversight report is submitted to relevant provincial Council                                     | March            |

### CHAPTER 2 – GOVERNANCE

#### COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

The Municipal Structures Act defines a Municipality amongst other as a structure with political office bearers and administration components; a geographic area; and the community of the Municipality. The Municipality consists of a municipal institution (political and administrative structures), and the people who live in the local area.

#### 2.1 POLITICAL GOVERNANCE

The key functions of the political component of the municipality are provided below.

##### **Oversight Function.**

The Municipal Council remains responsible for the specific oversight of all municipal activities and in particular fiscal matters. In as far as specific requirements are concerned, the Municipality did establish the following Committees to execute policy and play oversight role:

1. Executive Committee
2. Budget and Treasury Portfolio Committee
3. Corporate Governance and Shared Services Portfolio Committees
4. Infrastructure Portfolio Committee
5. Planning and Economic Development Portfolio Committee
6. Health, Environment and Social Development Committee
7. Sports, Arts and Culture Portfolio Committee
8. Public Transport Portfolio Committee
9. Municipal Public Account Committee (MPAC)
10. Audit Committee

| <b>POLITICAL<br/>STRUCTURE</b>                                                                                                                                                                                                                                                                 | <b>FUNCTION:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Mayor:</b><br/>Mr. M. Mangena</p>                                                                                                                                                                       | <p>The Mayor provides political guidance, monitors and oversees the exercise of responsibilities assigned to the Municipal Manager (accounting officer) and the Chief Financial Officer without interfering in the exercise of those responsibilities. Take the reasonable steps to ensure that the Municipality performs its constitutional and statutory functions within the limits of the Municipality's approved budget.</p>                                                                                                                                                                                                      |
| <p><b>Speaker:</b><br/>Ms. DJ Mmetle</p>                                                                                                                                                                      | <p>The Speaker presides over meetings of the Council, perform the duties and exercises the powers delegated in terms of Section 59 of the Municipal System Act. Ensures that the Council meets at least quarterly, maintains order during meetings. Ensures compliance in the Council and Council Committees with the Code of Conduct set out in Schedule 1 of the Municipal System Act, and ensures that Council meetings are conducted in accordance with the rules and orders of Council.</p>                                                                                                                                       |
| <p><b>Chief Whip:</b><br/>Mr C. Nhemo</p>                                                                                                                                                                   | <p>The Chief Whip ensures that the strategic direction adopted by the Municipality is in line with the mandate and policy directives of the ruling party. Discusses with the Office of the Speaker the order of the Council. Arranges caucus for the EXCO and Council meetings. Receives and considers applications for leave of absence by Councillors for caucus meetings. Ensures that majority party Councillors submit their programmes to the office of the Speaker and of the Chief Whip for monitoring purposes. Provides political support to the Committee Chairs, to carry out Party political functions in Committees.</p> |
| <p><b>Executive<br/>Committee:</b></p> <ol style="list-style-type: none"> <li>1. C Machimana</li> <li>2. S Mbhalati</li> <li>3. T Maunatlala</li> <li>4. E Ntimbane</li> <li>5. S Tiba</li> <li>6. L Hlangwane</li> <li>7. M Letsoalo</li> <li>8. D Malemela</li> <li>9. M Prinsloo</li> </ol> | <p>The Executive Committee gives political direction to the executive management team. Provides recommendation to Council in respective of its executive and legislative powers. Works closely in a co-ordinated and co-operative relation with the Municipal Manager. The EXCO and Mayor, within the legislative framework provided by the Municipal Structures Act, the Municipal Systems Act, and the Municipal Finance Management Act and subject to Council resolutions, direct and drive the transformation and development of the Municipality.</p>                                                                             |

Greater Tzaneen Municipality has 69 Councillors, 35 Ward Councillors who are directly elected and 34 proportional representation Councillors. The ANC has 52 seats, the DA 7 seats; EFF 8 seats, Cope and APC each have a seat. The ANC represents 33 of the 35 wards and the others are represented by the DA (attendance of Councillors in Council meetings are available in **Addendum A**). The Executive Committee consists of 10 members, which is chaired by the Mayor. 7 members of the Committee are Heads of Portfolios reporting to the Portfolio Committees chaired by non-executive chairpersons. The Mayor, Speaker, Chief Whip, MPAC Chairperson and four other Councillors, who are also part of EXCO, are fulltime Councillors.

Council established a Municipal Oversight Committee consisting of non-executive members of Council. Their attendance in MPAC meetings are presented in **Table 11**:

| <b>Table 11: MPAC Members attendance during 2018/19</b> |                                |                                         |                       |
|---------------------------------------------------------|--------------------------------|-----------------------------------------|-----------------------|
| <b>Councillor Name</b>                                  | <b>No of meetings attended</b> | <b>No of meetings apology submitted</b> | <b>Total meetings</b> |
| Derick Mkhabela (Chair)                                 | 13                             | 6                                       | 19                    |
| Thomas Mushwana                                         | 17                             | 2                                       | 19                    |
| Ngwako Maunatlala                                       | 15                             | 4                                       | 19                    |
| Malesela Mafokwane                                      | 9                              | 10                                      | 19                    |
| Josephine Mokgoloboto                                   | 16                             | 3                                       | 19                    |
| Irene Rapatsa                                           | 14                             | 5                                       | 19                    |
| Ngwako Mohonone                                         | 14                             | 5                                       | 19                    |
| D Malemela                                              | 5                              | 7                                       | 12                    |
| M Sekhwela                                              | 5                              | 2                                       | 7                     |

The roles and responsibilities of each committee of Council is outlined in **Addendum B**. It should be noted that GTM has a functional Audit Committee that provides opinions and recommendations on financial processes and performance to Council. GTM Audit Committee comprise of the following independent members:

**The Audit Committee Members listed below served from 01 July to 31 December 2018:**

- Stanley Ace Ngobeni ( Chairperson)
- Hazel Nurse Masedi
- Leon Lankalebalela
- Jan Moitswadi Mofokeng

**The Audit Committee Members listed below served from 01 February 2019 to date.**

- Stanley Ace Ngobeni ( Chairperson)
- Jan Moitswadi Mofokeng
- Jamela Monica Mabuza
- Nkateko Treasure Mabunda
- Hoaeane Nanki Sedibaneng

The Audit Committee advise Council, Accounting Officer, GTEDA Board and Management staff of GTM and GTEDA on matters relating to:

- Internal financial control and internal audits
- Risk management
- Accounting policies
- The adequacy, reliability and accuracy of financial reporting and information
- Performance management
- Effective governance
- Compliance with applicable legislation
- Performance evaluation and
- Other issues referred to it by the municipality or the municipal entity

The Audit Committee also reviewed the Annual Financial Statements to provide Council and the Board with an authoritative and credible view of the financial position of the municipality and the municipal entity.

The Municipal Manager is the Accounting Officer of the Municipality for the purpose of the MFMA and must provide guidance on compliance with this Act to political structures; political office bearers, and officials of the Municipality and any entity under the sole or shared control of the Municipality. GTM had 7 directorates during 2018/19 being:

- Office of the Municipal Manager
- Office of the Budget and Treasury
- Corporate Services
- Community Services
- Electrical Engineering
- Engineering Services
- Planning and Economic Development

The top administrative structure is presented below:



**TOP ADMINISTRATIVE STRUCTURE**

**TIER 1**

**MUNICIPAL MANAGER**

Mr. BS Matlala

**Function**

Accounting Officer, Also managing, Integrated Development Planning, Performance Management, Disaster Management, Internal Audit and Risk Management.

**TIERS 2 AND 3**



**CHIEF FINANCIAL OFFICER**

Ms. P Makhubela

Manages Revenue, Expenditure, Supply Chain, Financial Services (budget and reporting), Assets, Fleet and Stores.



**DIRECTOR: COMMUNITY SERVICES**

Mr. A Nkuna

Manages Environmental Health, Cleaning services, waste removal, licensing and testing, law enforcement, parks, cemeteries, recreational facilities, libraries and sports, art and culture



**DIRECTOR: ELECTRICAL ENGINEERING**

Mr. MS Lelope

Manages Electricity service provision and infrastructure maintenance in service area



**DIRECTOR: PLANNING & ECONOMIC DEVELOPMENT**

Mr. B Mathebula

Manages Town Planning, Housing, Land development, Local Economic Development and tourism



**DIRECTOR: CORPORATE SERVICES**

Mr. W Shibamba

Manages Legal services, Human Resource, Public Participation, Communication, Administration and Record Management, Marketing, IT and Special Programmes



**DIRECTOR: ENGINEERING SERVICES**

Mr. CW Molokomme

Manages Water, Sanitation, Roads and storm water service provision and maintenance, fleet and municipal buildings.

## COMPONENT B: INTERGOVERNMENTAL RELATIONS

### 2.3 INTERGOVERNMENTAL RELATIONS

Greater Tzaneen Municipality participates in a number of national fora which enhance management practices for quality service. These include:

- SALGA Forums
- Provincial Forums
- District Forums
- Back to Basics Forum

The Municipality has an entity called Greater Tzaneen Economic Development Agency (GTEDA). The agency has a board which is the decision making body. The board reports the activities of the agency to Council. The agency has a Chief Executive Officer who attends to its day to day affairs.

### COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

Community participation is encouraged in the developmental planning, service delivery and council decisions, through the following processes.

- **Administrative structures:** The wards have been clustered into 4 groups with officials allocated to support community participation in each cluster.
- **Political structures:** Full time councillors are deployed to the clusters in order to act as support and monitoring structures to ward and PR councillors on political issues.
- **Community structures:** Establishment of ward committee were done through consultation with stakeholders. Sub committees of ward committees were established in line with specific portfolios set up in the committees. Cluster fora have been established to enhance community participation and cooperation of various wards in resolution of challenges.
- **Communication with the communities through:**
  - Community Development Leaders
  - Ward Committee Meetings
  - Road shows
  - Petitions
  - Public hearings
  - Consultative meetings
  - IDP representative forums

#### 2.4 PUBLIC MEETINGS

The ward committees serve as the primary link between the municipality and the community. Purpose of ward committee is to enhance participatory democracy (Section 72(3) of the structures Act). The ward committees hold meetings on monthly basis and through clusters

## Chapter 2

submit consolidated reports to Council on a quarterly basis. Challenges do exist with the convening of community feedback and cluster meetings. Not every ward has had community feedback meetings as expected. Critical role players are sometimes not available to attend cluster forum which leads to such meetings to be cancelled or postponed.

However there has been a noticeable improvement in ward committees holding monthly meetings as per establishment notice.

- Monthly report written and monthly activities of ward committees are outlined to Council through departmental reports
- Ward committees participated in:
  - IDP public hearing meetings
  - Portfolios activities
  - Capacity building workshop.

| <b>Ward Number</b> | <b>Main villages</b>                                                   | <b>Top four service delivery priorities</b>                                                                                                                                                                                                                                      |
|--------------------|------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1                  | Maunatlala, Mantswa, Moloko, Pelana, Legwareng, Ga-Patamedi, Senopelwa | <ul style="list-style-type: none"> <li>• Construction of clinic in Mookgo</li> <li>• Regravelling on internal streets</li> <li>• Low level bridge at Khwareni, Khethapone and Kethohor rivers</li> <li>• Electrification of village extensions</li> </ul>                        |
| 2                  | Mokhwathi, Mawa Block 8, 9 and 12, Mokwakwaila                         | <ul style="list-style-type: none"> <li>• Maintenance of dams</li> <li>• Dysfunctional boreholes in Traditional leader areas</li> <li>• Upgrading of roads to tar or paving</li> <li>• Upgrading of road from Mokwakwaila to Khesethwane</li> </ul>                               |
| 3                  | Ramotshinyadi, Mokhwathi, Radoo. Wally, Nyakelani                      | <ul style="list-style-type: none"> <li>• Construction of Extra block at Ooohoek school</li> <li>• Clinic at Nyakelani</li> <li>• Fencing of cemeteries</li> <li>• Construction of new cemeteries at Ramochinyadi</li> </ul>                                                      |
| 4                  | Rikhosto, Mookgo Block 6 and 7, Shihoko, Rhobeni, Morapalala           | <ul style="list-style-type: none"> <li>• Paving of roads</li> <li>• Electrification of Mookgo Block 7</li> <li>• Clinic at Rikhotso village</li> <li>• Apollo lights at Rikhotso village</li> </ul>                                                                              |
| 5                  | Musiphana, Nkambako (Malubana, Maweni, Makheri), Mugwazeni, Deeside    | <ul style="list-style-type: none"> <li>• Upgrading of Risaba to Musiphana road to tar/paving</li> <li>• Re-gravelling of internal streets</li> <li>• Installation of water stand pipes</li> <li>• Upgrading of Nkambako water plant and construction of N'wamitwa dam</li> </ul> |
| 6                  | Joppie, Mavele, Runnymede, Pyapyamela, New Canada                      | <ul style="list-style-type: none"> <li>• Tarring of roads</li> <li>• Completion of Morutji to Mavele Bermuda road</li> <li>• Electrification of Mavele (445 connections)</li> </ul>                                                                                              |

## Chapter 2

| Table 12: Top 4 service delivery priorities per ward |                                                                                           |                                                                                                                                                                                                                                         |
|------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ward Number                                          | Main villages                                                                             | Top four service delivery priorities                                                                                                                                                                                                    |
|                                                      |                                                                                           | <ul style="list-style-type: none"> <li>• Mobile clinic at Jopi, Pyapyamela and Runnymede</li> </ul>                                                                                                                                     |
| 7                                                    | Morutji, Kheopeng, Mothlakong, Matarapane, Botludi, Mothomeng, Madumane, Morwasetla       | <ul style="list-style-type: none"> <li>• Street lights at Deerpark</li> <li>• Upgrading and re-gravelling of internal streets</li> <li>• Construction of cluster sports facility</li> <li>• Library construction</li> </ul>             |
| 8                                                    | Semarela, Motupa, Marirone, Mphatasediba, Ramphele, Relela, Setheeni, Morutji             | <ul style="list-style-type: none"> <li>• Grading of roads</li> <li>• Low level bridge at Semarela</li> <li>• Library</li> <li>• Clinic</li> </ul>                                                                                       |
| 9                                                    | Sefolwe, Moleketla, Mopye, Thako, Jokong, Sebabane, Setoni, Kgwegwe, Masebutse, Khekhenya | <ul style="list-style-type: none"> <li>• Apollo lights</li> <li>• Support for Early Childhood Development Centres</li> <li>• Upgrading of Mopye connector road</li> <li>• Paving of Thako –Sefolwe road</li> </ul>                      |
| 10                                                   | Khubjana, Marirone, Motupa                                                                | <ul style="list-style-type: none"> <li>• Water shortage at Kubjana</li> <li>• Maintenance of roads</li> <li>• Pro-active crime prevention</li> </ul>                                                                                    |
| 11                                                   | Morutji, Babanana, Thapane, Fobeni, Bokhuta, Leolwe, Leretjeng, Mapitlula                 | <ul style="list-style-type: none"> <li>• Water</li> <li>• Internal streets</li> <li>• Completion of boreholes</li> </ul>                                                                                                                |
| 12                                                   | N’wajaheni, Rwanda, N’wamitwa                                                             | <ul style="list-style-type: none"> <li>• Tarring of N’wamitwa to Deerpark road</li> <li>• Re-gravelling of internal streets</li> <li>• Water supply and reticulation</li> <li>• RDP houses</li> </ul>                                   |
| 13                                                   | Mandlakazi, Mieliekloof, Tarentaalrand, Deer park, Mbhekwana                              | <ul style="list-style-type: none"> <li>• Tarring of N’wamitwa to Deerpark road</li> <li>• Paving of internal streets</li> </ul>                                                                                                         |
| 14                                                   | Tzaneen CBD, Florah park, Politsi, Mribethema                                             | <ul style="list-style-type: none"> <li>• Public participation didn’t take place</li> </ul>                                                                                                                                              |
| 15                                                   | Tzaneen CBD, Talana hostel, Aquapark, Premier park                                        | <ul style="list-style-type: none"> <li>• Talana hostel</li> <li>• Maintenance of roads in extension 13</li> <li>• Access road in Talana hostel</li> <li>• Community hall</li> </ul>                                                     |
| 16                                                   | Khujwana, Haenertsburg, Topanama                                                          | <ul style="list-style-type: none"> <li>• Extra classes in Serurubele</li> <li>• Mobile clinic at Topanama</li> <li>• Access roads to Khujwana to schools</li> <li>• Parking and fencing of graveyard</li> </ul>                         |
| 17                                                   | Dan, Dan Extension, Nkowankowa, Mokgolobotho                                              | <ul style="list-style-type: none"> <li>• Library</li> <li>• Health facilities</li> <li>• Speedbumps at Tiyani street</li> <li>• Maintenance of roads</li> </ul>                                                                         |
| 18                                                   | Dan, Nkomanini, Khujwana                                                                  | <ul style="list-style-type: none"> <li>• Renovations of Matimu school</li> <li>• Upgrading to tar of road from Nkomanini to Nkowankowa</li> <li>• Apollo lights ta Khujwana</li> <li>• Demarcation of sites at Khujwana</li> </ul>      |
| 19                                                   | Nkowankowa section A and B                                                                | <ul style="list-style-type: none"> <li>• Upgrading and maintenance of Saint George road</li> <li>• Maintenance of internal streets</li> <li>• Water shortage in Section A and B</li> <li>• Demarcation of stands at Land 597</li> </ul> |
| 20                                                   | Nkowankowa, Dan, Lusaka                                                                   | <ul style="list-style-type: none"> <li>• Community library at Dan</li> <li>• Auditorium at Magoza school</li> <li>• Paving of internal streets</li> </ul>                                                                               |

## Chapter 2

| Table 12: Top 4 service delivery priorities per ward |                                                                                     |                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ward Number                                          | Main villages                                                                       | Top four service delivery priorities                                                                                                                                                                                                                                                            |
|                                                      |                                                                                     | <ul style="list-style-type: none"> <li>• Job creation</li> </ul>                                                                                                                                                                                                                                |
| 21                                                   | Nkowankowa section C & D                                                            | <ul style="list-style-type: none"> <li>• Library next to Bombeleni school</li> <li>• Clinic between Nkowankowa section C and D</li> <li>• Apollo lights at Nkowankowa section C and D</li> <li>• Upgrading of internal streets</li> </ul>                                                       |
| 22                                                   | Mhangweni, Rita, Lefara                                                             | <ul style="list-style-type: none"> <li>• Hall and library</li> <li>• Water wise community social responsibility-park and hall</li> <li>• Skills development</li> <li>• Apollo lights</li> </ul>                                                                                                 |
| 23                                                   | Mariveni, Zangoma, Tshamahansi extension, Letsitele, Uhuru                          | <ul style="list-style-type: none"> <li>• Transformer for sub stations</li> <li>• Proper billing systems</li> <li>• Electrification of Tshamahansi extension</li> <li>• Upgrading of Letsitele plant</li> </ul>                                                                                  |
| 24                                                   | Mohlaba Headkraal, Mohlaba Cross/Bridge, Petanenge                                  | <ul style="list-style-type: none"> <li>• Library at Petanenge</li> <li>• Refurbishment of Malwandla primary school</li> <li>• Clinic at Petanenge</li> <li>• Access roads</li> </ul>                                                                                                            |
| 25                                                   | Mafarana, Bonn, Sedan, Ntsako, Mulati                                               | <ul style="list-style-type: none"> <li>• Construction of new schools and refurbishment of existing ones</li> <li>• Upgrading of Mafarana clinic to be a Health centre</li> <li>• Upgrading to tar/paving of internal streets in Bonn</li> <li>• VIP toilets in all villages</li> </ul>          |
| 26                                                   | Julesburg, Pharare, Rhulani, Nsolani, Bordeaux, Myakayaka, Hovheni, Hweetsi, Masoma | <ul style="list-style-type: none"> <li>• Installation of communal water tanks</li> <li>• Upgrading of District roads to tar</li> </ul>                                                                                                                                                          |
| 27                                                   | Bokgaga, Myakayaka, Shilubane, Nsokwane, Shilubane, Ghana, Matshelapata             | <ul style="list-style-type: none"> <li>• Extra classrooms at Mmalahla, Bokgaga and Marobane primary schools</li> <li>• Low level bridge at Bokgaga, Mmalekeke, Lebogane and Sonkwane via Mmaphuti</li> <li>• Culvert at Mmalahla primary school</li> <li>• Street naming and signage</li> </ul> |
| 28                                                   | Mogapeng, Matlawa, Burgersdorp, Gavaza, Pharare, Phepheni                           | <ul style="list-style-type: none"> <li>• Low level bridge at Solane Maponya primary school</li> <li>• Paving of road to Timangeni primary school</li> <li>• Electrification of Matlawa village</li> <li>• Water at Burgersdorp and Gavaza villages</li> </ul>                                   |
| 29                                                   | Burgersdorp, Pulaneng, Motlhatareng, Sunnyside, Myakayaka, Matshelapata             | <ul style="list-style-type: none"> <li>• Streets</li> <li>• Water taps</li> <li>• Crime</li> <li>• Jobs</li> </ul>                                                                                                                                                                              |
| 30                                                   | Tickyline (Ramalema and New Rita), Marumofase, Nabane                               | <ul style="list-style-type: none"> <li>• Water</li> <li>• Streets</li> <li>• RDP houses</li> <li>• Youth Development programmes</li> </ul>                                                                                                                                                      |
| 31                                                   | Lenyenye, Kuwait                                                                    | <ul style="list-style-type: none"> <li>• 24 hour availability</li> <li>• Library and resource centre</li> <li>• Paving of Dutch street</li> <li>• Graveyard fencing</li> <li>• Additional reservoir</li> </ul>                                                                                  |
| 32                                                   | Mohlaba cross, Vento park, Wisani, Shikwambani, Mokomotsi                           | <ul style="list-style-type: none"> <li>• Water</li> <li>• Upgrading of road from Mohlaba cross to ZCC</li> <li>• Gender Based Violence programmes</li> </ul>                                                                                                                                    |

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| <b>Table 12: Top 4 service delivery priorities per ward</b> |                                                                                                                                                                                                       |                                                                                                                                                                                                                                   |
|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Ward Number</b>                                          | <b>Main villages</b>                                                                                                                                                                                  | <b>Top four service delivery priorities</b>                                                                                                                                                                                       |
| 33                                                          | Mogoboya, Moime, Serare, Dipatseng, Ga-Matlala, Mamogola, Mogabe, Tsidinko, Mmasetlate, Ga-Ramoraga                                                                                                   | <ul style="list-style-type: none"> <li>• Extra classrooms at Lekgolo Maake primary school</li> <li>• Paving of Moime and Mogoboya clinics</li> <li>• Access roads to schools</li> <li>• Gravelling of internal streets</li> </ul> |
| 34                                                          | Matapa, Leseke, Lephepane, Topanama, Khopo, Rasebalane, Mahlogwe                                                                                                                                      | <ul style="list-style-type: none"> <li>• Ablution facilities at Methane school</li> <li>• High school at Mathongwe</li> <li>• 24 hour clinic service</li> <li>• Matapa to Leseke road</li> </ul>                                  |
| 35                                                          | Burgersdorp, Pulaneng, Mothadareng, Sunnyside, Myakayaka, Matshelapata, Serare, Dipatjeng, Ga – Matlala, Mamogola, Mogabe, Tsidinko, Mmasetlate, Ga-Ramoraga, Mmaphala, Rakoma, Mothopong and Thabina | None                                                                                                                                                                                                                              |

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| <b>Table 13: Public meetings held during 2018/19</b>                                               |                            |                                            |                                                    |                                                  |                                                                                    |
|----------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------------|----------------------------------------------------|--------------------------------------------------|------------------------------------------------------------------------------------|
| <b>Nature &amp; purpose of meeting</b>                                                             | <b>Date</b>                | <b>Number of Councillors in attendance</b> | <b>Number of Municipal Officials in attendance</b> | <b>Number of Community Members in attendance</b> | <b>Dates and manner of feedback given to the community</b>                         |
| <b>Mayoral Public Participation</b>                                                                |                            |                                            |                                                    |                                                  |                                                                                    |
| Mayoral imbizo-To give feedback to community members at Mopye                                      | 27/ 09/ 2018               | 14                                         | 06                                                 | 237                                              | The major challenge is water and is referred to Mopani                             |
| Mayoral imbizo-To give feedback to community members at Mohwathi village                           | 15/ 11/ 2018               | 28                                         | 06                                                 | 150                                              | The major challenge is water and is referred to Mopani                             |
| Mayoral imbizo-To give feedback to community members at Dan Village                                | 1 <sup>st</sup> / 03/ 2019 | 21                                         | 05                                                 | 149                                              | The major challenge is water and is referred to Mopani                             |
| Mayoral imbizo-To give feedback to community members at Bokgaga Village                            | 19/ 06/ 2019               | 28                                         | 08                                                 | 372                                              | The major challenge is water and is referred to Mopani                             |
| <b>IDP/Budget Consultative Meetings (to secure inputs into the draft IDP and Budget for 19/20)</b> |                            |                                            |                                                    |                                                  |                                                                                    |
| Ward 1:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget          | 07/04/2019                 | 2                                          | 2                                                  | 71                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 2:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget          | 14/04/2019                 | 2                                          | 2                                                  | 94                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |

| <b>Table 13: Public meetings held during 2018/19</b>                                      |             |                                            |                                                    |                                                  |                                                                                    |
|-------------------------------------------------------------------------------------------|-------------|--------------------------------------------|----------------------------------------------------|--------------------------------------------------|------------------------------------------------------------------------------------|
| <b>Nature &amp; purpose of meeting</b>                                                    | <b>Date</b> | <b>Number of Councillors in attendance</b> | <b>Number of Municipal Officials in attendance</b> | <b>Number of Community Members in attendance</b> | <b>Dates and manner of feedback given to the community</b>                         |
| Ward 3:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 22/04/2019  | 4                                          | 3                                                  | 78                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 4:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 14/04/2019  | 2                                          | 2                                                  | 94                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 5:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 14/04/2019  | 2                                          | 2                                                  | 74                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 6:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 10/04/2019  | 2                                          | 2                                                  | 84                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 7:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 14/04/2019  | 2                                          | 2                                                  | 101                                              | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 8:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 07/04/2019  | 1                                          | 0                                                  | 25                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |

| <b>Table 13: Public meetings held during 2018/19</b>                                       |             |                                            |                                                    |                                                  |                                                                                    |
|--------------------------------------------------------------------------------------------|-------------|--------------------------------------------|----------------------------------------------------|--------------------------------------------------|------------------------------------------------------------------------------------|
| <b>Nature &amp; purpose of meeting</b>                                                     | <b>Date</b> | <b>Number of Councillors in attendance</b> | <b>Number of Municipal Officials in attendance</b> | <b>Number of Community Members in attendance</b> | <b>Dates and manner of feedback given to the community</b>                         |
| Ward 9:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget  | 14/04/2019  | 1                                          | 4                                                  | 59                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 10:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 14/04/2019  | 1                                          | 1                                                  | 23                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 11:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 07/04/2019  | 2                                          | 1                                                  | 49                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 12:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 14/04/2019  | 2                                          | 2                                                  | 85                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 13:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 07/04/2019  | 2                                          | 2                                                  | 48                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 14:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 15/04/2019  | 1                                          | 2                                                  | 26                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |

| <b>Table 13: Public meetings held during 2018/19</b>                                       |             |                                            |                                                    |                                                  |                                                                                    |
|--------------------------------------------------------------------------------------------|-------------|--------------------------------------------|----------------------------------------------------|--------------------------------------------------|------------------------------------------------------------------------------------|
| <b>Nature &amp; purpose of meeting</b>                                                     | <b>Date</b> | <b>Number of Councillors in attendance</b> | <b>Number of Municipal Officials in attendance</b> | <b>Number of Community Members in attendance</b> | <b>Dates and manner of feedback given to the community</b>                         |
| Ward 15:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 12/04/2019  | 1                                          | 1                                                  | 25                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 16:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 12/04/2019  | 2                                          | 2                                                  | 51                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 17:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 11/04/2019  | 3                                          | 0                                                  | 52                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 18:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 14/04/2019  | 1                                          | 1                                                  | 38                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 19:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 14/04/2019  | 2                                          | 2                                                  | 75                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 20:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 07/04/2019  | 1                                          | 0                                                  | 23                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |

| <b>Table 13: Public meetings held during 2018/19</b>                                       |                         |                                            |                                                    |                                                  |                                                                                    |
|--------------------------------------------------------------------------------------------|-------------------------|--------------------------------------------|----------------------------------------------------|--------------------------------------------------|------------------------------------------------------------------------------------|
| <b>Nature &amp; purpose of meeting</b>                                                     | <b>Date</b>             | <b>Number of Councillors in attendance</b> | <b>Number of Municipal Officials in attendance</b> | <b>Number of Community Members in attendance</b> | <b>Dates and manner of feedback given to the community</b>                         |
| Ward 21:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 14/04/2019              | 2                                          | 1                                                  | 68                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 22:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 07/04/2019              | 2                                          | 1                                                  | 43                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 23:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 17/04/2019 & 13/04/2019 | 2                                          | 1                                                  | 85                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 24:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 14/04/2019              | 3                                          | 2                                                  | 88                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 25:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 14/04/2019              | 2                                          | 2                                                  | 43                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 26:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 14/04/2019              | 1                                          | 2                                                  | 55                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |

**Table 13: Public meetings held during 2018/19**

| <b>Nature &amp; purpose of meeting</b>                                                      | <b>Date</b> | <b>Number of Councillors in attendance</b> | <b>Number of Municipal Officials in attendance</b> | <b>Number of Community Members in attendance</b> | <b>Dates and manner of feedback given to the community</b>                         |
|---------------------------------------------------------------------------------------------|-------------|--------------------------------------------|----------------------------------------------------|--------------------------------------------------|------------------------------------------------------------------------------------|
| Ward 27:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and 2Budget | 14/04/2019  | 2                                          | 2                                                  | 90                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 28:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget  | 14/04/2019  | 1                                          | 2                                                  | 54                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 29:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget  | 14/04/2019  | 1                                          | 2                                                  | 40                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 30:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget  | 14/04/2019  | 1                                          | 2                                                  | 58                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 31:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget  | 07/04/2019  | 1                                          | 1                                                  | 102                                              | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |
| Ward 32:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget  | 07/04/2019  | 1                                          | 3                                                  | 120                                              | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget |

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**Table 13: Public meetings held during 2018/19**

| <b>Nature &amp; purpose of meeting</b>                                                     | <b>Date</b> | <b>Number of Councillors in attendance</b> | <b>Number of Municipal Officials in attendance</b> | <b>Number of Community Members in attendance</b> | <b>Dates and manner of feedback given to the community</b>                                                                 |
|--------------------------------------------------------------------------------------------|-------------|--------------------------------------------|----------------------------------------------------|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| Ward 33:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 14/04/2019  | 1                                          | 1                                                  | 155                                              | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget                                         |
| Ward 34:IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget | 14/04/2019  | 1                                          | 2                                                  | 93                                               | IDP/Budget/PMS public participation for inputs on the 2019/20 Draft IDP and Budget                                         |
| <b>IDP Representative Forum</b>                                                            |             |                                            |                                                    |                                                  |                                                                                                                            |
|                                                                                            | 24/08/2018  | 12                                         | 9                                                  | 104                                              | 24/ 08 /2018 IDP/Budget/PMS Rep forum presented to community for inputs on the 2018/19 Process Plan for 2019/20 IDP Review |
|                                                                                            | 14/09/2018  | 25                                         | 19                                                 | 142                                              | 14/ 09 /2018 IDP/Budget/PMS Rep forum presented to community for inputs on the 2019/20 Analysis Phase                      |
|                                                                                            | 17/05/2019  | 14                                         | 17                                                 | 76                                               | 17/ 05 /2019 IDP/Budget/PMS Rep forum presented to community for inputs on Final IDP and Budget                            |

2.5 IDP PARTICIPATION AND ALIGNMENT

| <b>Table 14: IDP participation and alignment criteria</b>                         |               |
|-----------------------------------------------------------------------------------|---------------|
| <b>Criteria</b>                                                                   | <b>Yes/no</b> |
| Does the Municipality have impact, outcome, input and output indicators?          | Yes           |
| Does the IDP have priorities, objectives, KPIs, development strategies?           | Yes           |
| Does the IDP have multi-year targets?                                             | Yes           |
| Are the above aligned and can they calculate into a score?                        | Yes           |
| Does the budget align directly to the KPIs in the strategic plan?                 | No            |
| Do the IDP KPIs align to that of the Senior Managers?                             | Yes           |
| Do the IDP KPIs lead to functional area KPIs as per the SDBIP?                    | Yes           |
| Do the IDP KPIS align with the provincial KPIs on the 12 Outcomes?                | Yes           |
| Were the indicators communicated to the public?                                   | Yes           |
| Were the four quarter aligned reports submitted within the stipulated timeframes? | No            |

Although the 2019/20 IDP and Budget were aligned during approval in May 2019, circumstances surrounding the applications for Loans to fund the capital projects changed. The receipt of an MIG bonus and the subsequent roll-over projects required an adjustment to the IDP and Budget to be made.

## COMPONENT D: CORPORATE GOVERNANCE

### 2.6 RISK MANAGEMENT

The municipality must implement and maintain effective, efficient and transparent systems of risk management and internal control. The top five risks are presented in **Table 15**.

| <b>Table 15: Top five risks for 2018/19</b> |                                                                                                                                                         |                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                        |                                                                       |
|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
|                                             | <b>Risks</b>                                                                                                                                            | <b>Root Cause</b>                                                                                                                                 | <b>Mitigation/Required Action</b>                                                                                                                                                                                                                                                                                                                                      | <b>Department Responsible</b>                                         |
| 1                                           | Failure to provide basic services to communities due to ageing and dilapidated infrastructure ( Electrical, , Roads, Buildings, Information Technology) | lack of infrastructure plans;<br><br>Inadequate repairs and maintenance of electrical infrastructure,                                             | Develop five year maintenance infrastructure plans;<br>Develop annual infrastructure and maintenance plans<br>Renewal and continuous maintenance of existing infrastructure;<br>Recapitalise electrical network;<br>Implement approved master plans;<br>Refurbishment of IT infrastructure with approved budget allocation;<br>Approve and implement road master plan. | Engineering Services (Civil),<br>Corporate Services/IT and Electrical |
| 2                                           | High unemployment rate                                                                                                                                  | Industries in Tzaneen domain not revitalized;<br>Non-implementation of LED strategy                                                               | Revitalize by providing services to the industries within the municipality in order to create an environment for jobs for the communities,<br><br>Approve and implement LED strategy,                                                                                                                                                                                  | PED                                                                   |
| 3                                           | Inadequate measures to ensure maximum revenue collection                                                                                                | Insufficient cash flow due to high consumer debtors;<br><br>incomplete billing for electricity<br>Own funding not enough to cover other projects. | Ensure that all consumers, rate payers and own properties are billed in relation to services rendered;<br><br>Develop and implement revenue enhancement strategy;<br><br>Appoint a service provider for debt collection;<br><br>Implement policies and relevant                                                                                                        | Budget & Treasury                                                     |

| <b>Table 15: Top five risks for 2018/19</b> |                                       |                                                                        |                                                                                                                                                                                                                                                                                                   |                               |
|---------------------------------------------|---------------------------------------|------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
|                                             | <b>Risks</b>                          | <b>Root Cause</b>                                                      | <b>Mitigation/Required Action</b>                                                                                                                                                                                                                                                                 | <b>Department Responsible</b> |
|                                             |                                       |                                                                        | legislation;<br>Public consultation be conducted.                                                                                                                                                                                                                                                 |                               |
| 4                                           | Vulnerability to fraud and corruption | Weak systems of internal control,<br>human factor                      | Implement anti-corruption policies,<br>Conduct awareness workshops,<br>Develop fraud risk register;<br>implementation of consequence management,                                                                                                                                                  | Municipal Manager             |
| 5                                           | Increasing community Protests         | Non- attendance of resolutions<br>Poor stakeholder relationships (IGR) | Develop and implement action plan for issues identified at ward levels;<br>Application for water service authority function,<br>Continuous engagements with district.<br>strengthen relationship with communities through ward committee;<br>Monitor implementation of ward committee resolutions | Corporate Services            |

Quarterly progress reports, based on the strategic and operational risk registers were submitted to the Risk Committee, Audit Committee and Council.

## 2.7 ANTI-CORRUPTION AND FRAUD

The municipality has established anti-corruption committee to strengthen and enhance the anti-corruption capacity and coordinate the implementation of anti-corruption strategy. The committee will perform the following duties,

- a) To oversee the Municipal approach to fraud prevention, detection strategies and response to fraud and corruption incidents reported by employees or external parties.

- b) Ensure that the fight against corruption is fully coordinated and integrated, with synergies between the elements of prevention, detection, investigation, prosecution and monitoring in all municipal departments.
- c) Advise the municipality in all fraud and corruption related matters.
- d) Establish a system for information collection, coordination, dissemination including management.
- e) Make recommendations to the Council as per National anti-corruption strategy

During 18/19 GTM implemented an anti-corruption hotline, whereby all fraud and corruption related activities can be reported. Recommendations of audit Committee are contained in [ADDENDUM G](#). The Annual Report of the Audit Committee for 2018/19 is attached as **Annexure F**. The table below presents the cases of fraud and corruption addressed during the 2018/19 financial year:

| <b>Table 16: Cases of fraud and corruption for 2018/19</b> |                      |                                         |                                                                                                                                           |                                           |                                  |
|------------------------------------------------------------|----------------------|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|----------------------------------|
| <b>Type of offence</b>                                     | <b>Date reported</b> | <b>Investigation conducted (yes/no)</b> | <b>Intervention / Sanction</b>                                                                                                            | <b>Financial loss incurred by Council</b> | <b>Repeated offence (yes/no)</b> |
| Fraud and dishonesty                                       | 17/08/2017           | Yes                                     | Case involves duplication of overtime. Investigation report currently being compiled                                                      | Yes, Undue overtime paid to the employee  | No                               |
| Fraud and dishonesty                                       | 27/11/2017           | Yes                                     | Case involves an act of fraud regarding S&T application. The official submitted his statement. Investigation report at the advanced stage | No, S&T wasn't paid to the perpetrator.   | No                               |
| Fraud and misrepresentation<br>Altering of payslip         | 30/07/2018           | Yes                                     | Matter to be incorporated into another new matter involving the same official                                                             | Nothing was paid to the perpetrator       | No                               |
| Fraud, Dishonesty                                          | 03/04/2019           | Yes                                     | Investigation report                                                                                                                      | Nothing was                               | No                               |

| Table 16: Cases of fraud and corruption for 2018/19                                                                               |               |                                  |                                                                                                     |                                    |                           |
|-----------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------------------|-----------------------------------------------------------------------------------------------------|------------------------------------|---------------------------|
| Type of offence                                                                                                                   | Date reported | Investigation conducted (yes/no) | Intervention / Sanction                                                                             | Financial loss incurred by Council | Repeated offence (yes/no) |
| and Misrepresentation in that the official signed in an out on behalf of another official. The other official being an accomplice |               |                                  | currently being drafted with the inclusion of the afore mentioned misconduct of altering of payslip | paid to the perpetrator            |                           |

## 2.8 SUPPLY CHAIN MANAGEMENT

The Constitution, MFMA Chapter 11, SCM Regulations 2011, PPPFA as incorporated by BBBBEEA 2011 and relevant Treasury practice notes and circulars as set out, are used by the municipality to comply with the prescripts. They all contribute to the successful procurement of goods and services, and minimize the opportunities for fraud and corruption. In the financial year 2018/19 Council revised and approved the SCM Policy as required during the budget process.

## 2.9 BY-LAWS

During the 2018/2019 Financial Year the By-Laws mentioned below were introduced.

| Table 17: By-laws introduced during 2018/19 |                            |                                                           |                              |                         |                     |
|---------------------------------------------|----------------------------|-----------------------------------------------------------|------------------------------|-------------------------|---------------------|
| By-law                                      | Revised or Newly Developed | Public participation conducted prior to adoption (yes/no) | Date of public participation | By-Law gazetted         | Date of publication |
| Nuisance                                    | Newly developed            | Yes                                                       | 16 February 2014             | Yes<br>Gazette No. 3036 | 27 /09/2019         |
| Parking                                     | Newly                      | Yes                                                       | 31 January 2016              | Yes                     | 27 /09/2019         |

| <b>Table 17: By-laws introduced during 2018/19</b>    |                                   |                                                                  |                                     |                         |                            |
|-------------------------------------------------------|-----------------------------------|------------------------------------------------------------------|-------------------------------------|-------------------------|----------------------------|
| <b>By-law</b>                                         | <b>Revised or Newly Developed</b> | <b>Public participation conducted prior to adoption (yes/no)</b> | <b>Date of public participation</b> | <b>By-Law gazetted</b>  | <b>Date of publication</b> |
|                                                       | developed                         |                                                                  |                                     | Gazette No. 3036        |                            |
| Drainage                                              | Newly developed                   | Yes                                                              | 16 February 2014                    | Yes<br>Gazette No. 3036 | 27 /09/2019                |
| Tariff                                                | Newly developed                   | Yes                                                              | 31 January 2016                     | Yes<br>Gazette No. 3036 | 27 /09/2019                |
| Refuse removal, refuse Dumps and Solid Waste Disposal | Newly developed                   | Yes                                                              | 31 January 2016                     | Yes<br>Gazette No. 3036 | 27 /09/2019                |
| Public Transport                                      | Newly developed                   | Yes                                                              | 31 January 2016                     | Yes<br>Gazette No. 3036 | 27 /09/2019                |
| Street Trading                                        | Newly developed                   | Yes                                                              | 31 January 2016                     | Yes<br>Gazette No. 3036 | 27 /09/2019                |
| Property Rates                                        | Newly developed                   | Yes                                                              | 31 January 2016                     | Yes<br>Gazette No. 3036 | 27 /09/2019                |
| Electricity                                           | Newly developed                   | Yes                                                              | 31 January 2016                     | Yes<br>Gazette No. 3036 | 27 /09/2019                |
| Keeping of animals                                    | Newly developed                   | Yes                                                              | 31 January 2016                     | Yes<br>Gazette No. 3036 | 27 /09/2019                |
| Credit Control and Debt collection                    | Newly developed                   | Yes                                                              | 31 January 2016                     | Yes<br>Gazette No. 3036 | 27 /09/2019                |
| Health for Pre- School Institutions                   | Newly developed                   | Yes                                                              | 16 February 2014                    | Yes<br>Gazette No. 3036 | 27 /09/2019                |
| Control of Outdoor Advertisement and Signage          | Newly developed                   | Yes                                                              | 31 January 2016                     | Yes<br>Gazette No. 3036 | 27 /09/2019                |
| Cemetery                                              | Newly developed                   | Yes                                                              | 16 February 2014                    | Yes<br>Gazette No. 3036 | 27 /09/2019                |
| Dog License                                           | Newly developed                   | Yes                                                              | 31 January 2016                     | Yes<br>Gazette No. 3036 | 27 /09/2019                |
| Liquor trading days and                               | Newly                             | Yes                                                              | 31 January 2016                     | Yes                     | 27 /09/2019                |

| <b>Table 17: By-laws introduced during 2018/19</b> |                                   |                                                                  |                                     |                         |                            |
|----------------------------------------------------|-----------------------------------|------------------------------------------------------------------|-------------------------------------|-------------------------|----------------------------|
| <b>By-law</b>                                      | <b>Revised or Newly Developed</b> | <b>Public participation conducted prior to adoption (yes/no)</b> | <b>Date of public participation</b> | <b>By-Law gazetted</b>  | <b>Date of publication</b> |
| hours                                              | developed                         |                                                                  |                                     | Gazette No. 3036        |                            |
| Environmental Health                               | Newly Developed                   | Yes                                                              | 31 January 2016                     | Yes<br>Gazette No. 3036 | 27 /09/2019                |

These by-Laws have been gazetted and are now effective. Section 156(3) of the Constitution of the Republic of South Africa Act 108 of 1996 which gives the Municipality the authority to make and administer by- laws for the effective administration of matters which it has the right to administer. Further, the Municipal Systems Act (Act 32 of 2000) Sec. 11 (3) (m) provides municipal councils with the legislative authority to pass and implement by-laws for the betterment of the community within the terms of the legislation.

## 2.10 WEBSITES

The website is updated regularly to ensure compliance with the MFMA by continuously liaising with all divisions responsible for posting information in the website, as reflected in **Table 18**.

| <b>Table 18: Municipal Website: Content and Currency of Material</b>                                                                                    |               |                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------------|
| <b>Documents published on GTM website</b>                                                                                                               | <b>Yes/No</b> | <b>Publishing date</b> |
| Current and annual adjustment budget related documents                                                                                                  | YES           | 28/02/2019             |
| All current budget related documents                                                                                                                    | YES           | 11/06/2019             |
| 2017/18 Annual Report                                                                                                                                   | YES           | 01/04/2019             |
| 2018/19 performance agreements and plans for Section 57 Managers                                                                                        | YES           | 02/05/2019             |
| All service delivery agreements for 2018/19                                                                                                             | YES           | 15/05/2019             |
| All long-term borrowing contracts for 2018/19                                                                                                           | YES           | 30/08/2019             |
| All Supply Chain Management contracts above a prescribed value (given value) for 2018/19                                                                | YES           | 15/07/2019             |
| An information statement containing a list of assets over a prescribed value that have been disposed of in terms of Section 14(2) or (4) during 2018/19 | NONE          | N/A                    |

| <b>Table 18: Municipal Website: Content and Currency of Material</b>                                                  |               |                        |
|-----------------------------------------------------------------------------------------------------------------------|---------------|------------------------|
| <b>Documents published on GTM website</b>                                                                             | <b>Yes/No</b> | <b>Publishing date</b> |
| Contracts agreed on in 2017/18 to which subsection (1) of Section 33 apply, subject to Subsection (3) of that Section | YES           | 15/07/2019             |
| Public-private partnership agreements referred to in Section 120 made in 2018/19                                      | NONE          | N/A                    |
| All quarterly reports tabled in Council in terms of Section 52(d) during 2018/19                                      | YES           | 08/07/2019             |

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## 2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

Compliant books have been placed in various Municipal Offices for clients to register their service complaints or suggestions. Ward Councillors convene public meetings where service delivery matters are discussed and feedback given. Premier and Presidential Hotlines are used by residents to raise complaints or dissatisfactions about services. The Municipality attends to such complaints and give feedback to the concerned parties.

### CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

The key service delivery achievements for 2018/19 is contained in **Table 5**. The detail pertaining to those achievement are contained in this chapter.

#### COMPONENT A: BASIC SERVICES

This component includes: water; waste water (sanitation); electricity; waste management; housing services; and a summary of free basic services.

##### 3.1. WATER PROVISION

Mopani District Municipality is the Water Services Authority (WSA) in terms of Water Services Act 108 of 1997 of which key is to provide for the rights of access to basic water supply and basic sanitation. MDM had appointed GTM as the Water Services Provider (WSP) in a contract signed on 22 April 2016 and expired on 21 April 2019. According to this contract MDM was responsible to provide bulk water services to GTM while GTM will provide water services to the consumers and collect revenue amongst others. The two oragnizations held meetings to considering the revised WSP contract which will be signed upon approval by Coucil.

Approximately 70% of the GTM area consists of rural villages where water provision is not at the acceptable level due to insufficient bulk water supply and dependence on boreholes, which are not reliable. There are eleven Water Treatment Works within the jurisdiction of Greater Tzaneen Municipality. These are managed and operated as follows: Three (3) waterworks operated by GTM, three (3) water works operated by Lepelle Northern Water and five (5) operated by MDM. These waterworks as well as boreholes are unable to provide basic water to 108 926 households evenly in GTM.

| No | Water Works    | Water Quota in m <sup>3</sup> | Abstracted in m <sup>3</sup> | Pumped in m <sup>3</sup> | Plant loss in % | R/ m <sup>3</sup> |
|----|----------------|-------------------------------|------------------------------|--------------------------|-----------------|-------------------|
| 1  | Georges Valley | 2,370,000                     | 1120000                      | 964800                   | 1.4             | R 0.80            |
| 2  | Tzaneen Dam    | 1,230,000                     | 1012800                      | 1021200                  | 0.8             | R 0.75            |
| 3  | Letsitele      | 418 269.96                    | 129600                       | 124800                   | 3.7             | R 0.75            |
|    | <b>Total</b>   | <b>4 918 269</b>              | <b>2262400</b>               | <b>2110800</b>           | <b>6.7</b>      | <b>R2.30</b>      |

The majority of the households are in rural areas (126 villages) and have challenges of water supply because of boreholes and waterworks which are either dry or not receiving regular maintenance or not maintained at all. Some waterworks were designed for a small community and with population growth rate, the works cannot meet with the current demand. Dysfunctional boreholes and waterworks compelled GTM to provide water, especially in villages, through water tankers. This arrangement was supposed to be a temporary measure but eventually extended due to water crisis affecting villages, clinics and schools.

GTM has been allocated 3,600,000 m<sup>3</sup> per annum of water for Tzaneen and Ebernezer dams. Letsitele Water works has an allocation of 418 290 m<sup>3</sup> per annum. Application for an increase to 6,000,000 m<sup>3</sup> for both Ebernezer and Tzaneen dams was not successful since the both dams are said to be over allocated. The Department of Water and Sewer have commenced with the process of raising the Tzaneen Dam wall and this may resolve challenges related to the allocation of water quota. Tzaneen Dam Water Works is currently operation at its maximum capacity.

| Level of access                                  | 2016/17          |            | 2017/18          |            | 2018/19          |            |
|--------------------------------------------------|------------------|------------|------------------|------------|------------------|------------|
|                                                  | No of Households | % of Total | No of Households | % of Total | No of Households | % of Total |
| Piped water inside house                         | 17 723           | 16.3%      | 17 836           | 16.4%      | 17 836           | 16.4%      |
| Other water supply (yard & communal connections) | 37579            | 34.5%      | 64 717           | 59.4%      | 64 717           | 59.4%      |
| No water supply                                  | 53 577           | 49.2%      | 26 373           | 24.2%      | 26 373           | 24.2%      |

| <b>Table 20: Household access to water 2016/17 – 2018/19</b>    |                         |                   |                         |                   |                         |                   |
|-----------------------------------------------------------------|-------------------------|-------------------|-------------------------|-------------------|-------------------------|-------------------|
| <b>Level of access</b>                                          | <b>2016/17</b>          |                   | <b>2017/18</b>          |                   | <b>2018/19</b>          |                   |
|                                                                 | <b>No of Households</b> | <b>% of Total</b> | <b>No of Households</b> | <b>% of Total</b> | <b>No of Households</b> | <b>% of Total</b> |
| <b>Total Households</b>                                         | <b>108926</b>           | <b>100%</b>       | <b>108 926</b>          | <b>100%</b>       | <b>108 926</b>          | <b>100%</b>       |
| No of Households receiving Free Basic water in GTM service Area | 1418                    |                   | 1 457                   |                   | 1293                    |                   |

| <b>Table 21: Households receiving Free Basic Water (5 year progress)</b> |                                     |                        |                |                         |
|--------------------------------------------------------------------------|-------------------------------------|------------------------|----------------|-------------------------|
| <b>Year</b>                                                              | <b>Total Households<sup>2</sup></b> | <b>Receiving Water</b> | <b>Backlog</b> | <b>Free Basic Water</b> |
| <b>2014/2015</b>                                                         | 108 926                             | 80 078                 | 28 848         | 1 743                   |
| <b>2015/2016</b>                                                         | 108 926                             | 91 159                 | 17 767         | 2 382                   |
| <b>2016/2017</b>                                                         | 108 926                             | 100 112                | 8 814          | 909                     |
| <b>2017/2018</b>                                                         | 108 926                             | 82 553                 | 26 373         | 1 457                   |
| <b>2018/2019</b>                                                         | 108 926                             | 82 553                 | 26373          | 1293                    |

MDM has implemented eleven (11) water related projects within the jurisdiction of Greater Tzaneen Municipality of which only two (2) were completed during the financial year 2018/2019. The projects relate to water reticulation, bulk pipelines, boreholes, refurbishment of networks and water works. The completed projects are Refurbishment, rehabilitation and upgrading of internal Water Reticulation Network and Boreholes and Refurbishment, Rehabilitation and Upgrading of Internal Water Reticulation Network and Boreholes. Though the impact in terms of reducing the backlog was not provided by the WSA, it would be minimal because of the nine (9) projects which were still under construction at the end of the financial year. Most of the villages receive free water because of water supply challenges affecting the Mopani District Municipality and this is above the Free Basic Water (FBW) threshold of 6kl per household per month.

<sup>2</sup> Note that the number of households reflected are as determined through the 2011 Census. Representing the latest official population statistics for the Local Municipality.

| <b>Table 22: Employees – Water Services 2018/19</b> |                    |                         |                     |                    |                         |                     |
|-----------------------------------------------------|--------------------|-------------------------|---------------------|--------------------|-------------------------|---------------------|
| <b>Job level</b>                                    | <b>2017/18</b>     |                         |                     | <b>2018/19</b>     |                         |                     |
|                                                     | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> |
| Level 0-3                                           | 1                  | 0                       | 0%                  | 1                  | 1                       | 0%                  |
| Level 4-6                                           | 26                 | 10                      | 62%                 | 26                 | 9                       | 65.38%              |
| Level 7-9                                           | 0                  | 0                       | 0%                  |                    |                         |                     |
| Level 10-15                                         | 146                | 45                      | 69%                 | 146                | 48                      | 67.12%              |
| Level 16-17                                         | 103                | 15                      | 85%                 | 103                | 14                      | 86.40%              |
| <b>Total</b>                                        | <b>276</b>         | <b>70</b>               | <b>75%</b>          | <b>276</b>         | <b>72</b>               | <b>73.91%</b>       |

The high vacancy rate results with the employees within division being not able to complete some of the tasks during normal working hours and this contributes towards the increase in overtime expenditure. The vacancies also result with inadequate monitoring especially employees at supervisory level are not employed. Immediate filling of posts after where they are vacated due to reasons like resignation, retirement, dismissal and death would be of utmost importance.

| <b>Table 23: Averaged water sample outcome - Tzaneen Central Laboratory 2018/19</b> |                |                   |                  |                     |                                      |
|-------------------------------------------------------------------------------------|----------------|-------------------|------------------|---------------------|--------------------------------------|
| <b>Determinants</b>                                                                 | <b>Tzaneen</b> | <b>Nkowankowa</b> | <b>Letsitele</b> | <b>Haenertsburg</b> | <b>Recommended-Class1</b>            |
| Ph. (-logH)                                                                         | 8.51           | 7.86              | 7.50             | 8.55                | > 5- ≤ 9.7 Operational               |
| Turbidity (NTU)                                                                     | 0.55           | 0.67              | 0.54             | 0.69                | ≤ 5 Aesthetic ≤ 1 Operational        |
| Colour (as Pt)                                                                      | 5.23           | 5.86              | 5.48             | 6.04                | ≤ 15 Aesthetic                       |
| Conductivity (mS/m)                                                                 | 5.82           | 7.75              | 12.58            | 5.36                | ≤ 170 Aesthetic                      |
| Temperature °C                                                                      | 23.49          | 24.02             | 24.23            | 23.50               | N/A                                  |
| Total Dissolved Solids (mg/l)                                                       | 28.17          | 47.53             | 59.50            | 31.11               | ≤ 1200 Aesthetic                     |
| Total Alkalinity (mg/l)                                                             | 40.31          | 66.96             | 70.98            | 50.75               | N/A                                  |
| Total Hardness (mg/l)                                                               | 60.25          | 88.00             | 92.26            | 64.25               | N/A                                  |
| Calcium Hardness as CaCO <sub>3</sub> (mg/l)                                        | 57.50          | 84.63             | 89.12            | 60.70               | N/A                                  |
| Calcium as Ca (mg/l)                                                                | 23.02          | 33.89             | 35.68            | 24.31               | N/A                                  |
| Magnesium Hardness as CaCO <sub>3</sub> (mg/l)                                      | 2.76           | 3.37              | 3.14             | 3.56                | N/A                                  |
| Magnesium as Mg (mg/l)                                                              | 0.67           | 0.87              | 0.76             | 0.86                | N/A                                  |
| Sodium as (Na) (mg/l)                                                               | 13.36          | 8.16              | 9.95             | 8.22                | ≤ 200 Aesthetic                      |
| Potassium as K (mg/l)                                                               | 1.92           | 2.99              | 4.05             | 1.01                | N/A                                  |
| Chloride as Cl (mg/l)                                                               | 4.67           | 7.19              | 8.44             | 2.38                | ≤ 300 Aesthetic                      |
| Fluoride as F (mg/l)                                                                | 0.32           | 0.13              | 0.30             | 0.26                | ≤ 1.5 Chronic Health                 |
| Sulphate as SO <sub>4</sub> (mg/l)                                                  | 0.13           | 0.05              | 0.25             | 0.13                | ≤ 250 Aesthetic ≤ 500 Acute Health-1 |

| <b>Table 23: Averaged water sample outcome - Tzaneen Central Laboratory 2018/19</b> |                |                   |                  |                     |                                     |
|-------------------------------------------------------------------------------------|----------------|-------------------|------------------|---------------------|-------------------------------------|
| <b>Determinants</b>                                                                 | <b>Tzaneen</b> | <b>Nkowankowa</b> | <b>Letsitele</b> | <b>Haenertsburg</b> | <b>Recommended-Class1</b>           |
| Nitrate as N (mg/l)                                                                 | 0.56           | 1.12              | 1.05             | 0.79                | ≤ 11 Acute health-1                 |
| Iron as Fe (mg/l)                                                                   | 0.05           | 0.11              | 0.14             | 0.18                | ≤0.3Aesthetic ≤2 Chronic Health     |
| Manganese as Mn (mg/l)                                                              | 0.01           | 0.01              | 0.01             | 0.01                | ≤0.1 Aesthetic ≤ 500 Chronic Health |
| Ammonia as N (mg/l)                                                                 | 0.18           | 0.07              | 0.42             | 0.26                | ≤ 1.5 Aesthetic                     |
| Aluminium as Al (mg/l)                                                              | 0.05           | 0.02              | 0.02             | 0.03                | ≤0.3 Operational                    |
| Zinc as Zn (mg/l)                                                                   | 1.06           | 0.65              | 1.75             | 1.12                | ≤ 5 Aesthetic                       |
| Langelier Sat. Index                                                                | 1.01           | -0.21             | 1.14             | 0.03                | N/A                                 |
| Ryznar Index                                                                        | 7.72           | 8.29              | 9.72             | 8.44                | N/A                                 |
| Corrosively Ratio                                                                   | 0.18           | 0.13              | 0.19             | 0.08                | N/A                                 |
| Free Res. Chlorine (mg/l)                                                           | 0.39           | 0.45              | 0.36             | 0.74                | ≤ 5 Chronic Health                  |
| E.Coli (count/100ml)                                                                | 0.00           | 0.06              | 0.00             | 0.00                | 0 Acute Health-1                    |
| Total Coliform Bacteria(count/100ml)                                                | 0.24           | 5.00              | 0.66             | 0.00                | ≤10 Operational                     |

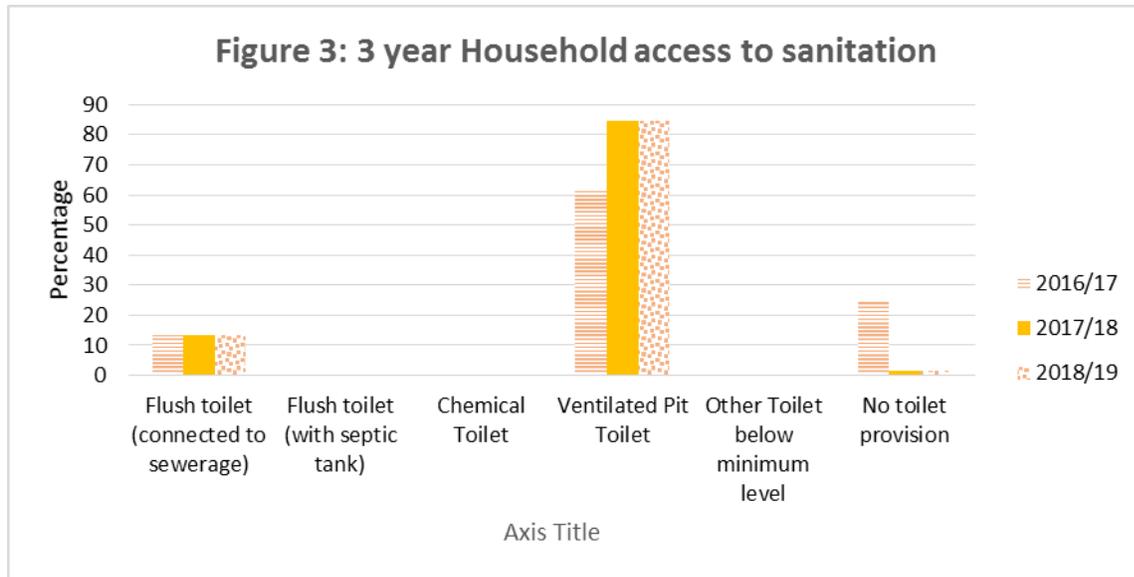
Greater Tzaneen Municipality does operation and maintenance of Tzaneen Dam, George's Valley and Letsitele Water Purification plants. As can be seen in **Table 23**, all water purification plants operated by GTM are compliant with minimum quality standards. Nkowankowa and Haenertsburg Water Works are operated by Lepelle Northern Water and are also compliant with minimum quality requirements.

### 3.2 WASTE WATER (SANITATION) PROVISION

GTM is responsible for operation and maintenance of Tzaneen Sewage Plant, which has the design capacity of 8ML/day coupled with thirty-five sewer pump stations. GTM is also responsible for the maintenance of sewer reticulation in Tzaneen, Nkowankowa and Lenyenye. Haenertsburg and Letsitele do not have sewer reticulation but have septic tanks which are drained through the municipality's honey suckers. Bulk sanitation services for Nkowankowa, Lenyenye and rural settlements are managed by MDM as the WSA.

| Level of access                                  | 2016/17          |            | 2017/18          |             | 2018/19          |             |
|--------------------------------------------------|------------------|------------|------------------|-------------|------------------|-------------|
|                                                  | No of Households | % of Total | No of Households | % of Total  | No of Households | % of Total  |
| Flush toilet (connected to sewerage)             | 14480            | 13.29      | 14 504           | 13.3        | 14 504           | 13.3        |
| Flush toilet (with septic tank)                  | 284              | 0.3        | 284              | 0.3         | 284              | 0.3         |
| Chemical Toilet                                  | 0                | 0          | 0                | 0           | 0                | 0           |
| Ventilated Pit Toilet                            | 67 104           | 61.6       | 92 302           | 84.7        | 92 302           | 84.7        |
| Other Toilet below minimum level                 | 0                | 0          | 0                | 0           | 0                | 0           |
| No toilet provision                              | 27058            | 24.8       | 1 836            | 1.7         | 1 836            | 1.7         |
| <b>Total Households</b>                          | <b>108 926</b>   | <b>100</b> | <b>108 926</b>   | <b>100%</b> | <b>108 926</b>   | <b>100%</b> |
| No of Households receiving Free Basic sanitation | 1 743            |            | 1 457            |             | 1293             |             |

The existing old infrastructure for water-borne sanitation needs to be replaced or renewed. There was no allocation for the construction VIP toilets in 2018/19 financial year. Irradicating the backlog in terms of household access to sanitation has been a challenge due to insufficient or no allocation of VIP units.



**Table 25: Employees – Sanitation Services 2018/19**

| Job level    | 2017/18     |                  |              | 2018/19     |                  |              |
|--------------|-------------|------------------|--------------|-------------|------------------|--------------|
|              | No of Posts | Positions Filled | Vacancy rate | No of Posts | Positions Filled | Vacancy rate |
| Level 0-3    | 0           | 0                | 0%           | 0           | 0                | 0%           |
| Level 4-6    | 3           | 1                | 67%          | 3           | 1                | 67%          |
| Level 7-9    | 0           | 0                | 0%           |             |                  |              |
| Level 10-15  | 8           | 2                | 75%          | 8           | 2                | 75%          |
| Level 16-17  | 25          | 3                | 88%          | 25          | 3                | 88%          |
| <b>Total</b> | <b>36</b>   | <b>6</b>         | <b>83%</b>   | <b>36</b>   | <b>6</b>         | <b>83%</b>   |

There is high vacancy rate results with the maintenance team being unable to cope with the demand. The municipality has been slow in filling vacancies that were created when employees passed away, resigned and/or retired from the institution over the years.

### 3.3 ELECTRICITY

Greater Tzaneen Municipality (GTM) distributes power to an area of approximately 3200 m<sup>2</sup>. The distribution area is not the same as the municipal jurisdiction area. The distribution area encroaches into neighbouring municipalities of Ba-Phalaborwa, Greater Giyani and Greater Letaba. The municipality has a license to distribute power to areas around Haenertsburg, Georgesvalley, Makgobaskloof, Politsi, Campsies Glen, Agatha, Tzaneen, Letsitele Valley, Yamorna/Ledzee, Broederstroomdrift, Deerpark, Riverside, Letsitele, Gravelotte, Waterbok and Letaba Ranch. The larger part of the distribution network supplies farming areas through overhead power lines. Some of the major challenges in the municipality, related to the Electrical Engineering Department (EED) are the following:

- i. Increased power outages due to insufficient vegetation control. (The distribution area is characterised by natural vegetation that requires continuous trimming).
- ii. Increased power outages due to ageing infrastructure.
- iii. Theft of infrastructure (mainly pole mounted transformers and copper service cables).
- iv. Insufficient Customer Communication System

| Level of access                                   | 2016/17          |                  | 2017/18          |            | 2018/19          |            |
|---------------------------------------------------|------------------|------------------|------------------|------------|------------------|------------|
|                                                   | No of Households | No of Households | No of Households | % of Total | No of Households | % of Total |
| Electricity connection (at least minimum level)   | 105 097          | 96%              | 107 628          | 99%        | 108 390          | 99.5%      |
| Electricity connection - prepaid                  | 1 172            | 1%               | 1336             |            | 434              |            |
| Electricity below minimum level                   | 0                | 0                | 0                | 0          | 0                | 0          |
| No access to electricity                          | 3 829            | 4%               | 1 298            | 1%         | 0.5              | 536        |
| <b>Total Households</b>                           | <b>108 926</b>   |                  | <b>108 926</b>   |            | <b>108 926</b>   |            |
| No of Households receiving Free Basic Electricity | 36 427           | 34.7%            | 25 963           | 100%       | 25963            | 100%       |
| Budget allocation for Electricity services        | R25 000 000      |                  | R25 000 000      |            | R15 996 000      |            |

GTM has put various mechanisms in place to address the challenges faced with electricity distribution these include:

- *Vegetation control:* GTM utilises internal staff and sometimes outsources the service to eliminate backlogs in clearing vegetation. A pool of contractors has been appointed to mitigate the challenges of backlogs and appointments are done as and when required.
- *Aging infrastructure:* GTM secured a loan of R90m from the Development Bank of Southern Africa (DBSA). The loan is for renewal and maintenance of the dilapidated network. Although the amount acquired is not the ideal amount required, it is anticipated that the funds will serve as a starting point to stabilise the network. The municipality is committed to further recapitalisation of the network from funds that will be generated by the stable network. Various projects have been identified for implementation over the MTREF period. Implementation of the projects will also contribute to temporary job opportunities in the municipality.
- *Infrastructure theft:* Infrastructure theft is a serious threat to the sustainability and reliability of the network. The municipality's network is spread over a wide area to supply power to some of the very important food producers (farmers) in our area. Theft of this infrastructure is bordering on sabotage of the livelihood of our communities. The escalating theft of cables and transformers requires a joint effort by all affected stakeholders to curb this scourge. A service provider was appointed for the monitoring of substations which includes fencing around substations.
- *Aging fleet:* Nine vehicles purchased to replace dilapidated fleet in the Electrical Engineering Department and further vehicles to be procured.
- *Customer communication:* Although a 24 hour service is available for fault reporting, the manual system used poses a challenge both for reporting in terms of the license requirements and efficiency in dealing with customer complaints and queries. A telephone management system is being considered.

## Chapter 3

| Ref  | Municipal KPA    | Strategic Objective                                   | Programme                              | KPI                                                                       | Unit of Measurement                                                                                                                                                                                 | Baseline              | Annual Target | Year-To-Date As At June 2019 |         |        |                                                                                                               |                                                                                                           |
|------|------------------|-------------------------------------------------------|----------------------------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------|------------------------------|---------|--------|---------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
|      |                  |                                                       |                                        |                                                                           |                                                                                                                                                                                                     |                       |               | Target                       | Actual  | R      | Reason for deviation                                                                                          | Corrective Measures                                                                                       |
| D156 | Good Governance  | Effective and Efficient administration                | Office Administration                  | Purchase of office furniture and equipment for Electrical Engineering Dpt | Q1: Not applicable this quarter<br>Q2: Procurement process for the acquisition of furniture (10%)<br>Q3: Furniture procured for EED offices and delivered (100%)<br>Q4: Not applicable this quarter | No furniture procured | 100%          | 100%                         | 0%      | R      |                                                                                                               |                                                                                                           |
| D158 | Service Delivery | Improve access to sustainable and affordable services | Electricity Infrastructure             | % of households with access to electricity                                | Percentage                                                                                                                                                                                          | 99%                   | 98%           | 98%                          | 99.50%  | G<br>2 | None                                                                                                          | None                                                                                                      |
| D159 | Service Delivery | Improve access to sustainable and affordable services | Electricity Infrastructure Development | # of households with access to electricity                                | Number                                                                                                                                                                                              | 107 882               | 107,878       | 107,878                      | 108,390 | G<br>2 | None                                                                                                          | None                                                                                                      |
| D167 | Service Delivery | Improve access to sustainable and affordable services | Electricity Infrastructure Development | Electrification of Mariveni C (123 units)                                 | Q1: Appointment of service provider finalised (5%)<br>Q2: Designs approved by Eskom (10%)<br>Q3: Construction 50% (60%) Q4: Electrification of Mariveni C (123 units) completed (100%)              | New project           | 100%          | 100%                         | 97.30%  | O      | Availability of beneficiaries after energizing to connect the airdac and shortage of meters from Eskom stores | Once meters are received. Arrangement will be made with beneficiaries to complete household connections.  |
| D168 | Service Delivery | Improve access to sustainable and affordable services | Electricity Infrastructure Development | Electrification of Zanghoma (13 units)                                    | Q1: Appointment of service provider finalised (5%)<br>Q2: Designs approved by Eskom (10%)<br>Q3: Construction 50% (60%) Q4: Electrification of Zanghoma (13 units) completed (100%)                 | New project           | 100%          | 100%                         | 94.60%  | O      | ENS diagram not approved by Eskom, As they are still busy with feeder split on their electrical network       | We are engaging with Eskom and requesting them to fast track activities. So that the ENS can be approved. |

**Table 27: Service Delivery Targets for Electricity as set out in the SDBIP for 2018/19**

| Ref  | Municipal KPA    | Strategic Objective                                   | Programme                              | KPI                                                             | Unit of Measurement                                                                                                                                                                                          | Baseline    | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                  |
|------|------------------|-------------------------------------------------------|----------------------------------------|-----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|------------------------------|--------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      |                  |                                                       |                                        |                                                                 |                                                                                                                                                                                                              |             |               | Target                       | Actual | R | Reason for deviation                                                                                                                                                                                                                                                                         | Corrective Measures                                                                                                                                                                                                              |
| D170 | Service Delivery | Improve access to sustainable and affordable services | Electricity Infrastructure Development | Electrification of Mandlhakazi Marikani Extension 2 (138 units) | Q1: Appointment of service provider finalised (5%)<br>Q2: Designs approved by Eskom (10%)<br>Q3: Construction 50% (60%) Q4: Electrification of Mandlhakazi Marikani Extension 2 (138 units) completed (100%) | New project | 100%          | 100%                         | 94.60% | O | Delays due to the location of household to be electrified, had to be done in phases. Project pace was stalled due to disagreement between local labourers and appointed contractor                                                                                                           | Connection of household will be fast tracked. Conflicts between local labourers and contractor were resolved by PSC                                                                                                              |
| D171 | Service Delivery | Improve access to sustainable and affordable services | Electricity Infrastructure Development | Electrification of Mbhekwana (53 units)                         | Q1: Appointment of service provider finalised (5%)<br>Q2: Designs approved by Eskom (10%)<br>Q3: Construction 50% (60%) Q4: Electrification of Mbhekwana (53 units) completed (100%)                         | New project | 100%          | 100%                         | 73%    | R | Appointment of a contractor was done April 2019. Increase in scope and in the number of household connections                                                                                                                                                                                | The project is on track in terms of the progress that has been achieved since the appointment of a contractor. Project will be completed by end of August 2019                                                                   |
| D172 | Service Delivery | Improve access to sustainable and affordable services | Electricity Infrastructure Development | Electrification of Relela (41 units)                            | Q1: Appointment of service provider finalised (5%)<br>Q2: Designs approved by Eskom (10%)<br>Q3: Construction 50% (60%) Q4: Electrification of Relela (41 units) completed (100%)                            | New project | 100%          | 100%                         | 94.60% | O | The project is executed in area where there has been a number of unrest from the community, issues to task rates by local labourers. This issues caused major delays in the execution of the project. Issues of Access also to perform activities related to the project, also caused delays | Issues of community unrest and laborer rates were resolved by PSC. Contractor was requested to improve performance in execution of project. Progress has been made, Outage will be booked once ENS diagram are approved by Eskom |

**Table 27: Service Delivery Targets for Electricity as set out in the SDBIP for 2018/19**

| Ref  | Municipal KPA    | Strategic Objective                                   | Programme                              | KPI                                         | Unit of Measurement                                                                                                                                                                      | Baseline    | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                                                  |                                                                                                                                         |
|------|------------------|-------------------------------------------------------|----------------------------------------|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|------------------------------|--------|---|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
|      |                  |                                                       |                                        |                                             |                                                                                                                                                                                          |             |               | Target                       | Actual | R | Reason for deviation                                                                                                                             | Corrective Measures                                                                                                                     |
| D177 | Service Delivery | Improve access to sustainable and affordable services | Electricity Infrastructure Development | Electrification of Mackery Ext 7 (68 units) | Q1: Appointment of service provider finalised (5%)<br>Q2: Designs approved by Eskom (10%)<br>Q3: Construction 50% (60%) Q4: Electrification of Mackery Ext 7 (68 units) completed (100%) | New project | 100%          | 100%                         | 94.60% | O | Availability of beneficiaries to connect the service cables                                                                                      | CLO to make arrangements with beneficiaries for contractor to be able to connect meters                                                 |
| D178 | Service Delivery | Improve access to sustainable and affordable services | Electricity Infrastructure Development | Electrification of Nabane (22 units)        | Q1: Appointment of service provider finalised (5%)<br>Q2: Designs approved by Eskom (10%)<br>Q3: Construction 50% (60%) Q4: Electrification of Nbana (22 units) completed (100%)         | New project | 100%          | 100%                         | 95.50% | O | Project was delayed due to increase in the total scope<br>Approval by Eskom was concluded late<br>Appointment of contractor was done in May 2019 | Project execution pace is acceptable and progress has been substantial since the appointment of contractor                              |
| D179 | Service Delivery | Improve access to sustainable and affordable services | Electricity Infrastructure Development | Electrification of Marumofase (22 units)    | Q1: Appointment of service provider finalised (5%)<br>Q2: Designs approved by Eskom (10%)<br>Q3: Construction 50% (60%) Q4: Electrification of Marumofase (22 units) completed (100%)    | New project | 100%          | 100%                         | 5%     | R | Project will be executed as post connection by either Eskom or GTM                                                                               | Project should be closed                                                                                                                |
| D181 | Service Delivery | Improve access to sustainable and affordable services | Electricity Infrastructure Development | Electrification of Motlawa (78 units)       | Q1: Appointment of service provider finalised (5%)<br>Q2: Designs approved by Eskom (10%)<br>Q3: Construction 50% (60%) Q4: Electrification of Motlawa (78 units) completed (100%)       | New project | 100%          | 100%                         | 41.50% | R | The project was approved in May 2019 by Eskom, due feeder split project they were busy with in their electrical network.                         | The appointed contractor has made significant progress in executing the project.<br>All MV and LV poles have been planted               |
| D182 | Service Delivery | Improve access to sustainable and affordable services | Electricity Infrastructure Development | Electrification of Gavaza (16 units)        | Q1: Appointment of service provider finalised (5%)<br>Q2: Designs approved by Eskom (10%)<br>Q3: Construction 50% (60%) Q4: Electrification of Gavaza (16 units) completed (100%)        | New project | 100%          | 100%                         | 39.70% | R | The project was approved in May 2019 by Eskom, due feeder split project they were busy with in their electrical network.                         | Contractor has made significant progress since the appointment.<br>Engaging regular with stakeholder to resolve any challenges that can |

| Table 27: Service Delivery Targets for Electricity as set out in the SDBIP for 2018/19 |                  |                                                             |                  |                                                                             |                                                                                                                                                                                                                                        |             |               |                              |            |   |                                                                                                                                                            |                                                                          |
|----------------------------------------------------------------------------------------|------------------|-------------------------------------------------------------|------------------|-----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|------------------------------|------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| Ref                                                                                    | Municipal KPA    | Strategic Objective                                         | Programme        | KPI                                                                         | Unit of Measurement                                                                                                                                                                                                                    | Baseline    | Annual Target | Year-To-Date As At June 2019 |            |   |                                                                                                                                                            |                                                                          |
|                                                                                        |                  |                                                             |                  |                                                                             |                                                                                                                                                                                                                                        |             |               | Target                       | Actual     | R | Reason for deviation                                                                                                                                       | Corrective Measures                                                      |
|                                                                                        |                  |                                                             |                  |                                                                             |                                                                                                                                                                                                                                        |             |               |                              |            |   |                                                                                                                                                            | derail the project progress further.                                     |
| D183                                                                                   | Service Delivery | Optimise and sustain infrastructure investment and services | Asset Management | Replacement of Existing Air conditioners in Municipal Buildings (in phases) | Q1: Identify faulty aircons and prioritise (10%)<br>Q2: Procurement of airconditioners (20%)<br>Q3: Installation of airconditioners in progress (60%)<br>Q4: Replacement of 4 Air conditioners in Municipal Buildings completed (100%) | New project | 100%          | 100%                         | 100%       | G | No deviation, target achieved                                                                                                                              |                                                                          |
| D184                                                                                   | Service Delivery | Optimise and sustain infrastructure investment and services | Cost Recovery    | % Electricity loss (Kwh)                                                    | Percentage                                                                                                                                                                                                                             | 22%         | 18%           | 18%                          | 20.62%     | R | Losses calculated using averaged consumption over 9 months. Some of causes of losses are identified by the attached report from HAMSA Consulting Engineers | Underlying causes of losses are not yet known but are being investigated |
| D185                                                                                   | Service Delivery | Optimise and sustain infrastructure investment and services | Cost Recovery    | Kilow Watt Hour Electricity loss (Kwh)                                      | Kilow Watt Hour                                                                                                                                                                                                                        | 83 060 412  | 37,814,098    | 37,814,098                   | 77,317,185 | R | Averaged consumption used for calculations. Some reasons for losses identified in attached HAMSA investigative report                                      | Underlying causes of losses are not yet known but are being investigated |

**Table 27: Service Delivery Targets for Electricity as set out in the SDBIP for 2018/19**

| Ref  | Municipal KPA    | Strategic Objective                                         | Programme                                   | KPI                                                             | Unit of Measurement | Baseline       | Annual Target   | Year-To-Date As At June 2019 |                 |        |                                                                                                                             |                                                                                                                                                                                                                                                                  |
|------|------------------|-------------------------------------------------------------|---------------------------------------------|-----------------------------------------------------------------|---------------------|----------------|-----------------|------------------------------|-----------------|--------|-----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      |                  |                                                             |                                             |                                                                 |                     |                |                 | Target                       | Actual          | R      | Reason for deviation                                                                                                        | Corrective Measures                                                                                                                                                                                                                                              |
| D186 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Km of overhead lines rebuilt                                    | Kilometres          | 0              | 71              | 71                           | 46              | R      | Late approval of DBSA loan. Which caused all line rebuilding projects to only start in January 2019.                        | Outstanding line rebuilding projects will be fast tracked by engaging contractor to increase pace of execution. Also the management of outage will be improve to ensure that outstanding lines are completed within the first quarter of the new financial year. |
| D187 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Km of Electrical underground High Tension (11kv) cable replaced | Kilometres          | 0              | 0.5             | 0.5                          | 0.56            | G<br>2 | Actual achieved is above target<br>The distance between SS1 and OLD SAR is 560m, hence why actual achieved is above target. | Achieved                                                                                                                                                                                                                                                         |
| D188 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | R-value electricity maintenance                                 | R-value             | R20 211<br>577 | R<br>53,790,875 | R<br>53,790,875              | R<br>21,358,297 | R      | The actual amount excludes labour cost                                                                                      | The labour cost must be included in the expenditure amount for every month on the spreadsheet, some of the months there is no labour cost included                                                                                                               |

**Table 27: Service Delivery Targets for Electricity as set out in the SDBIP for 2018/19**

| Ref  | Municipal KPA    | Strategic Objective                                         | Programme                                   | KPI                                                                                   | Unit of Measurement                                                                                                                                                                                                                                                                                                                                                                 | Baseline    | Annual Target | Year-To-Date As At June 2019 |        |   |                                         |                                 |
|------|------------------|-------------------------------------------------------------|---------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|------------------------------|--------|---|-----------------------------------------|---------------------------------|
|      |                  |                                                             |                                             |                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                     |             |               | Target                       | Actual | R | Reason for deviation                    | Corrective Measures             |
| D189 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Provision of Electrical Capital Tools (Customer Retail)                               | Q 1: Determine capital tool requirements for new appointees and status of current equipment (25%)<br>Q2: Determine specifications for capital tools (50%)<br>Q3: Procurement of capital tools in progress (75%)<br>Q4: Procurement of 1 Notebook, 3x Earth sets, 2x 12m stepladders, 3x 6m stepladders, 2x Electrical cordless drill and 3x linebuilding equipment completed (100%) | 100%        | 100%          | 100%                         | 100%   | G | No deviation                            |                                 |
| D190 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Provision of Electrical Tools (Operations and Maintenance)                            | Q 1: Determine capital tool requirements for new appointees and status of current equipment (25%)<br>Q2: Determine specifications for capital tools (50%)<br>Q3: Procurement of capital tools in progress (75%)<br>Q4: Procurement of 1 Notebook, 3x Earth sets, 2x 12m stepladders, 3x 6m stepladders, 2x Electrical cordless drill and 3x linebuilding equipment completed (100%) | 86%         | 100%          | 100%                         | 100%   | G | Budget saved to purchase two way radios | Budget saved for two way radios |
| D198 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Rebuilding of lines Letsitele Valley Substation - Bosbou and all T- off's (In phases) | Q1: Procurement process and appointment of service provider (10%)<br>Q2: Determination of scope of works (20%)<br>Q3: Construction phase (60%)<br>Q4: Rebuilding Letsitele Valley Substation - Bosbou and all T- off's (2.5Km) completed. (100%)                                                                                                                                    | New project | 100%          | 100%                         | 100%   | G | Target has been achieved                |                                 |
| D199 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Rebuilding of Valencia 11Kv lines (In phases)                                         | Q1: Procurement process and appointment of service provider (10%)<br>Q2: Determination of scope of works (20%)<br>Q3: Construction phase (60%)<br>Q4: Rebuilding of Valencia 11Kv lines (5km) completed (100%)                                                                                                                                                                      | New project | 100%          | 100%                         | 100%   | G | Target has been achieved                |                                 |

**Table 27: Service Delivery Targets for Electricity as set out in the SDBIP for 2018/19**

| Ref  | Municipal KPA    | Strategic Objective                                         | Programme                                   | KPI                                                | Unit of Measurement                                                                                                                                                                                                 | Baseline    | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                    |                                                                                                  |
|------|------------------|-------------------------------------------------------------|---------------------------------------------|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|------------------------------|--------|---|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
|      |                  |                                                             |                                             |                                                    |                                                                                                                                                                                                                     |             |               | Target                       | Actual | R | Reason for deviation                                                                                               | Corrective Measures                                                                              |
| D200 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Rebuilding of Lushof South 11kv line (In phases)   | Q1: Procurement process and appointment of service provider (10%)<br>Q2: Determination of scope of works (20%)<br>Q3: Construction phase (60%)<br>Q4: Rebuilding of Lushof South 11kv line (2.5km) completed (100%) | New project | 100%          | 100%                         | 100%   | G | Target has been achieved                                                                                           |                                                                                                  |
| D201 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Rebuilding of Rooikoppies 11kv lines (In phases)   | Q1: Procurement process and appointment of service provider (10%)<br>Q2: Determination of scope of works (20%)<br>Q3: Construction phase (60%)<br>Q4: Rebuilding of Rooikoppies 11kv lines (5km) completed (100%)   | New project | 100%          | 100%                         | 84%    | O | Late approval of DBSA loan<br>Delays in sourcing of Rabbit conductor<br>Limited Access to plant from Pole 31 to 43 | Project pace has been fast tracked. Contractor has been assisted by improving outage management. |
| D202 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Rebuilding of Mabiet 11kv line (In phases)         | Q1: Procurement process and appointment of service provider (10%)<br>Q2: Determination of scope of works (20%)<br>Q3: Construction phase (60%)<br>Q4: Rebuilding of Mabiet 11kv line (5km) completed (100%)         | New project | 100%          | 100%                         | 100%   | G | Target achieved                                                                                                    |                                                                                                  |
| D203 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Rebuilding of Haenertsburg 11kv lines (In phases)  | Q1: Procurement process and appointment of service provider (10%)<br>Q2: Determination of scope of works (20%)<br>Q3: Construction phase (60%)<br>Q4: Rebuilding of Haenertsburg 11kv lines (5km) completed (100%)  | New project | 100%          | 100%                         | 100%   | G | Target has been achieved                                                                                           |                                                                                                  |
| D204 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Rebuilding of Campsies Glen 11kv lines (In phases) | Q1: Procurement process and appointment of service provider (10%)<br>Q2: Determination of scope of works (20%)<br>Q3: Construction phase (60%)<br>Q4: Rebuilding of Campsies Glen 11kv lines (5km) completed (100%) | New project | 100%          | 100%                         | 100%   | G | No deviation                                                                                                       | None                                                                                             |

| Ref  | Municipal KPA    | Strategic Objective                                         | Programme                                   | KPI                                                           | Unit of Measurement                                                                                                                                                                                                           | Baseline    | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                                                                   |                                                                                                                                                                                    |
|------|------------------|-------------------------------------------------------------|---------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|------------------------------|--------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      |                  |                                                             |                                             |                                                               |                                                                                                                                                                                                                               |             |               | Target                       | Actual | R | Reason for deviation                                                                                                                                              | Corrective Measures                                                                                                                                                                |
| D205 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Rebuilding of Politsi Valley 11kv lines (5km) (In phases)     | Q1: Procurement process and appointment of service provider (10%)<br>Q2: Determination of scope of works (20%)<br>Q3: Construction phase (60%)<br>Q4: Rebuilding of Politsi Valley 11kv lines (5km) completed (100%)          | New project | 100%          | 100%                         | 72%    | R | Late approval of DBSA loan<br>Challenges of getting enough outages to complete scope.                                                                             | Key customers were engaged to discuss possible outages dates, for contractor to complete project. Outages have been booked on agreed dates                                         |
| D206 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Rebuilding of Mieliekloof/ Deerpark 11kv lines (In phases)    | Q1: Procurement process and appointment of service provider (10%)<br>Q2: Determination of scope of works (20%)<br>Q3: Construction phase (60%)<br>Q4: Rebuilding of Mieliekloof/ Deerpark 11kv lines (2.5km) completed (100%) | New project | 100%          | 100%                         | 100%   | G | Late approval of DBSA loan<br>Challenges in sourcing out long lead material conductor                                                                             | Rebuilding of line is practically completed                                                                                                                                        |
| D208 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Upgrading of Waterbok 33/11kv substation (from 2 MVA to 4MVA) | Q1: Procurement of a contractor (10%)<br>Q2: Construction of substation (physical construction at (25%) (35%)<br>Q3: Construction at 40% (50%) Q4: Project completed (100%)                                                   | New project | 100%          | 100%                         | 52%    | R | Late approval of DBSA loan<br>Power transformer will only be delivered on the 26/07/2019<br>Recloser will only be delivered on the 14/08/2019                     | Complete all work that can be carried out, while waiting for the delivery of long lead materials<br>Execution will be completed once all outstanding materials has been delivered. |
| D209 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Upgrading of Blacknoll 33/11kv substation from 2 MVA to 4MVA  | Q1: Procurement of a contractor (10%)<br>Q2: Construction substation (physical construction at (25%) (35%)<br>Q3: Construction physical progress at 40% (50%) Q4: Project completed (100%)                                    | New project | 100%          | 100%                         | 64%    | R | Late approval of DBSA loan<br>Power Transformer can only be delivered to site on the 26/07/2019<br>33 & 11kV<br>Recloser will only be delivered on the 14/08/2019 | Complete all work that can be carried out, while waiting for the delivery of long lead materials<br>Execution will be completed once all outstanding materials has been delivered. |

**Table 27: Service Delivery Targets for Electricity as set out in the SDBIP for 2018/19**

| Ref  | Municipal KPA    | Strategic Objective                                         | Programme                                   | KPI                                                                                        | Unit of Measurement                                                                                                                                                                                                                                                                                 | Baseline    | Annual Target | Year-To-Date As At June 2019 |        |   |                                               |                                                                                                                      |
|------|------------------|-------------------------------------------------------------|---------------------------------------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|------------------------------|--------|---|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
|      |                  |                                                             |                                             |                                                                                            |                                                                                                                                                                                                                                                                                                     |             |               | Target                       | Actual | R | Reason for deviation                          | Corrective Measures                                                                                                  |
| D210 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Replace 2 x 15 MVA 66/kv transformers (with 2x 20 MVA) at Tzaneen main sub (Phase 1 and 2) | Q1: Finalise Specifications to appoint contractor (10%)<br>Q2: Order transformers and switchgear (15%)<br>Q3: Ordering of Transformers and material: (30%),<br>Q4: Project progress at 30%. Run over 3 financial years (100%)                                                                       | New project | 100%          | 100%                         | 100%   | G | No deviation. The project target has been met | Project will be executed over a period of three years. Based on the KPI's the project is at 100% for the first year. |
| D212 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Substation fencing at major substations (In phases)                                        | Q1: Procurement process and appointment of consultant (10%)<br>Q2: Appointment of contractor completed (20%)<br>Q3: Construction phase, physical construction at 50% (60%)<br>Q4: Substation fencing at Tarentaal rand Main completed (100%)                                                        | New project | 100%          | 100%                         | 100%   | G | No Deviation. The target has been met         | Project execution has been completed                                                                                 |
| D213 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Refurbishment of the Ebenezer 33kv Feeder (2.5km) (Phase 1)                                | Q1: Procurement process and appointment of contractor (10%)<br>Q2: Construction phase, physical construction at 25% (40%)<br>Q3: Construction phase, physical progress at 50% (60%)<br>Q4: Refurbishment of the Ebenezer 33kv Feeder of 2.5km completed (100%)                                      | New project | 100%          | 100%                         | 100%   | G | Target achieved                               | Project practically completed                                                                                        |
| D214 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Replacing of old SS1 electrical substation circuit breakers with compact switchgear        | Q1: Procurement of contractor (10%)<br>Q2: Order switchgear, circuit breaker and mini-sub (25%)<br>Q3: Construction of civil works Switching station SS1 commencing, physical progress at 25%. (50%)<br>Q4: Construction of Switching station SS1 and installation of 11kv minisub completed (100%) | New project | 100%          | 100%                         | 100%   | G | Target achieved                               | Project execution has been completed                                                                                 |

**Table 27: Service Delivery Targets for Electricity as set out in the SDBIP for 2018/19**

| Ref  | Municipal KPA    | Strategic Objective                                         | Programme                                   | KPI                                                                     | Unit of Measurement                                                                                                                                                                                                                                                     | Baseline    | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                                                                                                          |                                                                                                                                                                                                                                   |
|------|------------------|-------------------------------------------------------------|---------------------------------------------|-------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|------------------------------|--------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      |                  |                                                             |                                             |                                                                         |                                                                                                                                                                                                                                                                         |             |               | Target                       | Actual | R | Reason for deviation                                                                                                                                                                                     | Corrective Measures                                                                                                                                                                                                               |
| D215 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Substation tripping batteries (in phases)                               | Q1: Procurement process and appointment of consultant (20%)<br>Q2: Appointment of contractor completed (30%)<br>Q3: Construction, physical progress at 30% (50%) Q4: Project completed batteries installed at Aqua sub, Tzaneen Main, and Skirving & Peace (100%)       | New project | 100%          | 100%                         | 5%     | R | Late approval of DBSA loan<br>Challenges finding suitable service provider<br>Price escalations for materials                                                                                            | Engage SCMU to identify other alternatives of finding suitable service provider.<br>Consider executing project in house through approved procurement processes.                                                                   |
| D216 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Replacement of auto-reclosers (11kv and 33kv)                           | Q1: Identify strategic location of auto-reclosers and place order (10%)<br>Q2: Delivery of auto reclosers (20%)<br>Q3: Installation of auto reclosers in progress (50%)<br>Installation of 11 x 11kv and 4 X 33kv Auto Reclosers completed (100%)                       | New project | 100%          | 100%                         | 95%    | O | Late approval of DBSA loan<br>Unavailability of 16kVA Aux Transformers at Stores<br>Complexity of the network, which delayed the preparation work to complete the structure of the Haenertsburg recloser | Request was has been sent to the stores to do a special order for Auxiliary transformer. Identify other supply points so that the remaining recloser can be completed. Structure installed only outage for closing span required. |
| D217 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Replacing 11kv cables for increased capacity in Tzaneen CBD (In phases) | Q1: Procurement process and appointment of consultant (10%)<br>Q2: Procurement of contractor completed (20%)<br>Q3: Construction, physical progress at 30% (50%) Q4: Project completed from Old SAR to SS1 subs (100%)                                                  | New project | 100%          | 100%                         | 100%   | G | No deviation.<br>Project completed                                                                                                                                                                       | Project has been completed. Cable already energized and in service                                                                                                                                                                |
| D218 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Miniature Substation for Urban distribution network (In phases)         | Q1: Tender process and appointment of contractor (10%)<br>Q2: Order submitted for Minisubs (20%)<br>Q3: Project implementation, physical progress at 50% (70%)<br>Q4: Miniature Substation for Urban distribution network (AVBOB and old Cash& Carry) completed (100%). | New project | 100%          | 100%                         | 100%   | G | No deviation.<br>Project completed                                                                                                                                                                       | Project completed.                                                                                                                                                                                                                |

**Table 27: Service Delivery Targets for Electricity as set out in the SDBIP for 2018/19**

| Ref  | Municipal KPA    | Strategic Objective                                         | Programme                                   | KPI                                                                                                                              | Unit of Measurement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Baseline        | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                     |
|------|------------------|-------------------------------------------------------------|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------|------------------------------|--------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      |                  |                                                             |                                             |                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |               | Target                       | Actual | R | Reason for deviation                                                                                                                                                                      | Corrective Measures                                                                                                                                                                                                                                                                 |
| D219 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Renewal, Repairs and Maintenance on pre-paid meters and infrastructure in phases (Talana, Politsi & Mieliekloof & Tarentaalrand) | Q1: Specifications submitted to SCMU and order prepaid meters (10%)<br>Q2: Appointment of service provider (25%)<br>Q3: Retrofitting of prepaid meters in progress, physical progress at 30% (55%)<br>Q4: Replacement of prepaid meters at Talana Hostel complete (100%)                                                                                                                                                                                                                                                                                                                          | Ongoing Project | 100%          | 100%                         | 100%   | G | Meter Replacement project is completed at Talana Hostel                                                                                                                                   | N/A                                                                                                                                                                                                                                                                                 |
| D220 | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | New electricity Connections (Consumer contributions spent on network feeder lines)                                               | Q1: Funds received as services contributions spent on new connections and upgrade of 66kv wooden feeder line (Tarentaalrand to Tzaneen) (10%)<br>Q2: Funds received as services contributions spent on new connections and upgrade of 66kv wooden feeder line (Tarentaalrand to Tzaneen) (20%)<br>Q3: Funds received as services contributions spent on new connections and upgrade of 66kv wooden feeder line (Tarentaalrand to Tzaneen) (30%)<br>Q4: Funds received as services contributions spent on new connections and upgrade of 66kv wooden feeder line (Tarentaalrand to Tzaneen) (100%) | 100%            | 100%          | 100%                         | 100%   | G | No deviation                                                                                                                                                                              | The actual expenditure part is when there is a new connection part of that money is utilised to complete the connection.<br><br>This budget should actually be carried over to the next financial year when the amount is known a project can then only be allocated to that amount |
| D292 | Service Delivery | Improve access to sustainable and affordable services       | Electricity Infrastructure Development      | New Entrance Street R36 streetlights (at High Grove Lodge and MacDonalds)                                                        | Q1: Specifications completed (10%),<br>Q2: Procurement process completed (20%),<br>Q3: Construction in progress at 30% (50%),<br>Q4: Traffic lights at R36 completed (100%)                                                                                                                                                                                                                                                                                                                                                                                                                       | New project     | 100%          | 100%                         | 91%    | O | Late approval of DBSA loan<br>Changing of scope during the execution to move street poles further away from the R36 road<br>Unavailability of drawings to indicate routes for underground | Reviewing of scope to mitigate damage to underground services<br>Changing routes to install supply cables for project to be completed.                                                                                                                                              |

| Table 27: Service Delivery Targets for Electricity as set out in the SDBIP for 2018/19 |                  |                                                             |                                             |                                                 |                                                                                                                                                                                                                     |             |               |                              |        |   |                                                                  |                                                                                   |
|----------------------------------------------------------------------------------------|------------------|-------------------------------------------------------------|---------------------------------------------|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|------------------------------|--------|---|------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| Ref                                                                                    | Municipal KPA    | Strategic Objective                                         | Programme                                   | KPI                                             | Unit of Measurement                                                                                                                                                                                                 | Baseline    | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                  |                                                                                   |
|                                                                                        |                  |                                                             |                                             |                                                 |                                                                                                                                                                                                                     |             |               | Target                       | Actual | R | Reason for deviation                                             | Corrective Measures                                                               |
|                                                                                        |                  |                                                             |                                             |                                                 |                                                                                                                                                                                                                     |             |               |                              |        |   |                                                                  | services                                                                          |
| D293                                                                                   | Good Governance  | Improve access to sustainable and affordable services       | Electricity Infrastructure Development      | Area Lighting at Tarentaal rand crossing        | Q1: Specifications completed (10%)<br>Q2: Procurement process completed (20%)<br>Q3: Construction in progress at 30% (50%)<br>Q4: Area Lighting at Tarentaalrand crossing completed (100%)                          | New project | 100%          | 100%                         | 100%   | G | No deviation. Project completed                                  |                                                                                   |
| D294                                                                                   | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity Infrastructure Development      | Rebuilding of CP Minnaar 11kv lines (In phases) | Q1: Appointment of Consultant (10%)<br>Q2: Approval of Designs (5%) and Appointment of Contractor (5%) (20%)<br>Q3: Construction, physical progress at 30% (50%) Q4: 2km of lines rebuilt, Project completed (100%) | New Project | 100%          | 100%                         | 100%   | G | Late approval of DBSA loan                                       | Rebuilding of line is practically completed                                       |
| D295                                                                                   | Service Delivery | Optimise and sustain infrastructure investment and services | Electricity network upgrade and maintenance | Houtbosdorp 11kv Ring (10km)                    | Q1: Appointment of Consultant (10%)<br>Q2: Approval of Designs (5%) and Appointment of Contractor (5%) (20%)<br>Q3: Construction, physical progress at 30% (50%) Q4: Project completed (100%)                       | New project | 100%          | 100%                         | 84%    | O | Late approval of DBSA loan<br>Limited Access at Komatiland plant | Contractor will increase pace after sorting out approval of permits by Komatiland |

## Chapter 3

The ability of the Electricity Department to maintain the network was severely affected by the high number of vacancies on a technical level (see **Table 28**).

| <b>Table 28: Employees - Electricity Services</b> |                    |                         |                     |                    |                         |                     |
|---------------------------------------------------|--------------------|-------------------------|---------------------|--------------------|-------------------------|---------------------|
| <b>Job level</b>                                  | <b>2017/18</b>     |                         |                     | <b>2018/19</b>     |                         |                     |
|                                                   | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> |
| Level 0-3                                         | 3                  | 2                       | 25%                 | 3                  | 3                       | 0%                  |
| Level 4-6                                         | 33                 | 19                      | 42%                 | 33                 | 25                      | 24.24               |
| Level 7-9                                         | 30                 | 13                      | 57%                 | 30                 | 13                      | 57%                 |
| Level 10-15                                       | 51                 | 27                      | 47%                 | 51                 | 26                      | 50.98%              |
| Level 16-17                                       | 69                 | 41                      | 41%                 | 69                 | 38                      | 44.92%              |
| <b>Total</b>                                      | <b>186</b>         | <b>104</b>              | <b>44%</b>          | <b>186</b>         | <b>105</b>              | <b>43.54</b>        |

The underspending reflected in **Table 29** can be attributed to efforts taken to reduce overtime and also the saving on fleet usage due to vehicles being out of service for extended periods of time.

| <b>Table 29: Financial Performance 2018/19: Electricity Services (R'000)</b> |                |                 |                          |                |                 |
|------------------------------------------------------------------------------|----------------|-----------------|--------------------------|----------------|-----------------|
| <b>Detail</b>                                                                | <b>2017/18</b> | <b>2018/19</b>  |                          |                |                 |
|                                                                              | <b>Actual</b>  | <b>Budgeted</b> | <b>Adjustment Budget</b> | <b>Actual</b>  | <b>Variance</b> |
| <b>Total Operational Revenue</b>                                             | <b>462 750</b> | <b>462,750</b>  | <b>517,347</b>           | <b>517,347</b> | <b>459,469</b>  |
| Expenditure:                                                                 |                |                 |                          |                |                 |
| Employees                                                                    | 46 646         | 46,646          | 56,324                   | 56,324         | 50,653          |
| Repairs & Maintenance                                                        | 18 886         | 18,886          | 23,174                   | 23,174         | 15,128          |
| Other                                                                        | 400 006        | 400,006         | 426,654                  | 431,061        | 445,429         |
| <b>Total Operational Expenditure</b>                                         | <b>465 539</b> | <b>465,539</b>  | <b>506,152</b>           | <b>510,559</b> | <b>511,210</b>  |
| <b>Net Operational (Service) Expenditure</b>                                 | <b>2790</b>    | <b>2,790</b>    | <b>11,195</b>            | <b>6,788</b>   | <b>-51,741</b>  |

| <b>Table 30: Capital Expenditure 2018/19: Electricity Services</b>                 |                |                          |                           |                                      |                             |
|------------------------------------------------------------------------------------|----------------|--------------------------|---------------------------|--------------------------------------|-----------------------------|
| <b>Capital Projects</b>                                                            | <b>2018/19</b> |                          |                           |                                      |                             |
|                                                                                    | <b>Budget</b>  | <b>Adjustment budget</b> | <b>Actual Expenditure</b> | <b>Variance from original budget</b> | <b>Total Project value*</b> |
| New R36 Streetlights                                                               | R1,100,000     | R1,100,000               | R811,726                  | -26.2%                               | R811,726                    |
| Area Lighting at Tarentaalrand crossing                                            | R400,000       | R400,000                 | 385,915                   | -3.52%                               | 385,915                     |
| Replace 2x20 MVA 66/11kV transformers at Tzaneen Main Sub (Phase 1)                | R6,550,000     | R6,550,000               | 1,771,586                 | 27.29%                               | 24,000,000                  |
| Prepaid meters at Talana                                                           | R300,000       | R300,000                 | 417,594                   | 39.19%                               | 417,594                     |
| Replacing 11kV underground cables                                                  | R1,200,000     | R1,200,000               | 1,672,435                 | 39.37%                               | 1,672,435                   |
| Replacing Substation tripping Batteries                                            | R400,000       | R400,000                 | 29,295                    | 54.99%                               | 619,999                     |
| Replace Minisubs at AVBOB and old Cash & Carry                                     | R1,000,000     | R1,000,000               | 956,020                   | -4.39%                               | 956,020                     |
| Provision for Capital Tools - CRS                                                  | R200,000       | R200,000                 | 112,975                   | 0%                                   | 200,000                     |
| Provision for Capital Tools – O&M                                                  | R200,000       | R200,000                 | 108,426                   | 0%                                   | 200,000                     |
| Replacement of Existing Air Conditioners in Municipal buildings                    | R250,000       | R250,000                 | 0                         | 0%                                   | 250,000                     |
| Rebuilding of lines- Letsitele Valley Substation to Bosbou and all T-offs (phase1) | R500,000       | R500,000                 | 442,736                   | -11.45%                              | 442,736                     |
| Rebuilding of Valencia 11kV lines                                                  | R1,000,000     | R1,000,000               | 894,862                   | -10.51%                              | 894,862                     |
| Rebuilding of Lushof South 11kV lines                                              | R500,000       | R500,000                 | 447,431                   | -10.51%                              | 447,431                     |
| Rebuilding of Rooikoppies 11kV lines                                               | R1,000,000     | R1,000,000               | 776,680                   | -9.09%                               | 909,090                     |
| Rebuilding of Mabet 11kV lines                                                     | R1,000,000     | R1,000,000               | 65,218                    | -9.09%                               | 909,090                     |
| Rebuilding of Haenertsburg 11kV lines                                              | R1,000,000     | R1,000,000               | 684,190                   | -9.09%                               | 909,090                     |
| Rebuilding of Campsies Glen 11kV lines                                             | R1,000,000     | R1,000,000               | 657,708                   | -9.09%                               | 909,090                     |

| <b>Table 30: Capital Expenditure 2018/19: Electricity Services</b> |                |                          |                           |                                      |                             |
|--------------------------------------------------------------------|----------------|--------------------------|---------------------------|--------------------------------------|-----------------------------|
| <b>Capital Projects</b>                                            | <b>2018/19</b> |                          |                           |                                      |                             |
|                                                                    | <b>Budget</b>  | <b>Adjustment budget</b> | <b>Actual Expenditure</b> | <b>Variance from original budget</b> | <b>Total Project value*</b> |
| Rebuilding of Politsi Valley 11kV lines                            | R1,000,000     | R1,000,000               | 703,953                   | -9.09%                               | 909,090                     |
| Rebuilding of CP Minnaar 11kV lines                                | R400,000       | R400,000                 | 352,726                   | -11.81%                              | 352,726                     |
| Rebuilding of Mieliekloof/Deerpark 11kV lines                      | R500,000       | R500,000                 | 32,609                    | -9.09%                               | 454,545                     |
| Upgrading of Waterbok substation from 2 to 4 MVA                   | R2,000,000     | R2,000,000               | 199,378                   | -13.76%                              | 1,724,789                   |
| Upgrading of Blacknoll substation from 2 to 4 MVA                  | R2,000,000     | R2,000,000               | 273,243                   | -13.76%                              | 1,724,789                   |
| Houtbosdorp 11kV ring                                              | R1,500,000     | R1,500,000               | 848,419                   | -43.44%                              | 848,419                     |
| Substation Fencing – Tarentaalrand Main Substation                 | R1,000,000     | R1,000,000               | 1,251,617                 | 25.16%                               | 1,251,617                   |
| Replacing of old SS1 substation circuit breakers and switchgear    | R10,000,000    | R10,000,000              | 9,288,311                 | -7.12%                               | 9,288,311                   |
| Replace 11kV and 33kV Auto Reclosers per annum (Item B53/6/14)     | R3,000,000     | R3,000,000               | 2,795,860                 | 0%                                   | 3,000,000                   |
| Refurbishment of the Ebenezer 33kV Feeder                          | R1,000,000     | R1,000,000               | 1,114,220                 | 11.42%                               | 1,114,220                   |
| <b>INEP FUNDED PROJECTS 2018/19</b>                                |                |                          |                           |                                      |                             |
| Electrification of 112 households at Mariveni Village              | R1,587,997.01  | R1,587,997.01            | R1,584,039.35             | R13,957.66                           | R1,587,997.01               |
| Electrification of 26 Households at Zanghoma Village               | R370,963.60    | R370,963.60              | R355,199.70               | R15,763.91                           | R370,963.60                 |
| Electrification of 238 Households at Mandlakazi(Marikana Village)  | R3,762,006.00  | R3,762,006.00            | R3,762,006.00             | R0.00                                | R3,762,006.00               |
| Electrification of 90 households at Mbhekwna Village               | R1,423,125.00  | R1,423,125.00            | R846,845.05               | R562,882.54                          | R1,423,125.00               |
| Electrification of 24 households at Relela Village                 | R379,362.00    | R379,362.00              | R355,421.81               | R23,940.19                           | R379,362.00                 |
| Electrification of 100 households at Nabane Village                | R1,581,250.00  | R1,581,250.00            | R1,326,926.95             | R254,323.05                          | R1,581,250.00               |
| Electrification of 200 households Madawa Village                   | R3,162,500.00  | R3,162,500.00            | R1,134,690.40             | R2,027,809.60                        | R3,162,500.00               |

| <b>Table 30: Capital Expenditure 2018/19: Electricity Services</b> |                |                          |                           |                                      |                             |
|--------------------------------------------------------------------|----------------|--------------------------|---------------------------|--------------------------------------|-----------------------------|
| <b>Capital Projects</b>                                            | <b>2018/19</b> |                          |                           |                                      |                             |
|                                                                    | <b>Budget</b>  | <b>Adjustment budget</b> | <b>Actual Expenditure</b> | <b>Variance from original budget</b> | <b>Total Project value*</b> |
| Electrification of 78 households at Gavaza Village                 | R1,233,375.00  | R1,233,375.00            | R320,153.01               | R913,221.99                          | R1,233,375.00               |
| Electrification of 88 households at Mackery Village                | R1,390,994     | R1,390,994               | R1,346,705.72             | R44,288.28                           | R1,390,994                  |
| Electrification of 49 households at Jokong/Moleketla Village       | R1,254,646.83  | R1,070,314.02            | R1,070,314.02             | R184,332.81                          | R1,070,314.02               |
| Electrification of 113 households at Mokgolobotho Village          | R2,260,780.24  | R1,683,268.74            | R1,683,268.74             | R577,511.50                          | R1,683,268.74               |
| Electrification of 85 households at Shongani Phase2 Village        | R2,376,947.99  | R1,430,829.58            | R1,430,829.58             | R946,118.41                          | R1,430,829.58               |
| Electrification of 153 households at Mogapeng Village              | R2,089,908.90  | R1,650,291.54            | R1,650,291.54             | R463,611.36                          | R1,650,291.54               |

### 3.4 SOLID WASTE MANAGEMENT

The mandate of GTM is to provide all households with a basic removal service to protect the environment for the benefit of future and present generations. This is done through legislative and other measures to prevent pollution and ecological degradation and promoting conservation to secure sustainable development. Waste Management Services is rendered as follows:

- 1) 8,695 (8%) urban households receive a full kerbside-collection service at high density settlements ( $\geq 40$  dwellings /ha)
- 2) 47,822 (44%) households in rural-areas receive a basic removal service from a central collection point at medium density settlements (10 - 40 dwellings /ha)
- 3) 52,170 (48%) households using communal dump + own refuse dump to remote rural areas with low density settlements / farms (supervised by a Waste Management Officer) with  $\leq 10$  dwellings
- 4) Waste-management in the rural areas are done mainly through the EPWP programme as follows:-

- a) 465 EPWP Rural Waste Management beneficiaries were appointed as Temporary Workers for the programme-as per the, Ministerial determination for EPWP-programmes, ito. Basic Service conditions

| <b>Table 31: Household access to solid waste collection services 2016/17 - 2018/19</b> |                         |                   |                         |                   |                         |                   |
|----------------------------------------------------------------------------------------|-------------------------|-------------------|-------------------------|-------------------|-------------------------|-------------------|
| <b>Level of access</b>                                                                 | <b>2016/17</b>          |                   | <b>2017/18</b>          |                   | <b>2018/19</b>          |                   |
|                                                                                        | <b>No of Households</b> | <b>% of Total</b> | <b>No of Households</b> | <b>% of Total</b> | <b>No of Households</b> | <b>% of Total</b> |
| Solid waste removal once a week (level 1)                                              | 8,537                   | 8%                | 8,695                   | 8%                | 8,695                   | 8%                |
| Removal less frequently than once a week (level 2)                                     | 36,038                  | 33%               | 47,822                  | 44%               | 47,822                  | 44%               |
| Using communal dump + own refuse dump                                                  | 64,112                  | 59%               | 52,170                  | 48%               | 52,170                  | 48%               |
| <b>Total Households</b>                                                                | <b>108,687</b>          | <b>100%</b>       | <b>108,687</b>          | <b>100%</b>       | <b>108,687</b>          | <b>100%</b>       |
| No of Households receiving Free Basic Waste services                                   | 1,201                   |                   | 1 214                   |                   | 1098                    |                   |
| Budget allocation for Solid waste collection services                                  | R 85,088,886            |                   | R 84,900,645            |                   | R 86,467,393            |                   |

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**Table 32: Service Delivery targets for Waste as set out in SDBIP for 2018/19**

| Ref  | Municipal KPA    | Strategic Objective                                                 | Programme        | KPI                                                                           | Unit of Measurement | Baseline        | Annual Target | Year-To-Date As At June 2019 |            |   |                                                                                            |                                                                                                                       |
|------|------------------|---------------------------------------------------------------------|------------------|-------------------------------------------------------------------------------|---------------------|-----------------|---------------|------------------------------|------------|---|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
|      |                  |                                                                     |                  |                                                                               |                     |                 |               | Target                       | Actual     | R | Reason for deviation                                                                       | Corrective Measures                                                                                                   |
| D143 | Service Delivery | Enhance sustainable environmental management and social development | Waste Management | R-value spent on waste management                                             | R-value             | 70,432,598      | 87,341,959    | 87,341,959                   | 72,459,608 | O | Reason to be provided by User Department/Division                                          | To be provided by User Department/Division                                                                            |
| D144 | Service Delivery | Enhance sustainable environmental management and social development | Waste Management | # of Rural Waste Service Areas serviced (Level 2 service))                    | Number              | 40              | 40            | 40                           | 40         | G | Budget constraints:- Absence of project-prioritization to operationalize all 66 x W.S.A.'s | Renewal of the removal Vehicles ensuring functional a functional fleet                                                |
| D145 | Service Delivery | Enhance sustainable environmental management and social development | Waste Management | Number of Urban Waste Service areas serviced                                  | Number              | 5               | 5             | 5                            | 5          | G | None                                                                                       | None                                                                                                                  |
| D146 | Service Delivery | Enhance sustainable environmental management and social development | Waste Management | # of Households with access to basic level of solid waste management services | Number              | New measurement | 47,822        | 47,822                       | 47,822     | G | Budget-constraints:- * No IDP & Budget to Project alignment                                | Project-prioritization to operationalize all 66 Waste Service Areas. Formalization of Rural stands for identification |

**Table 32: Service Delivery targets for Waste as set out in SDBIP for 2018/19**

| Ref  | Municipal KPA    | Strategic Objective                                                 | Programme        | KPI                                   | Unit of Measurement                                                                                                                                                                                                                                                                                                      | Baseline        | Annual Target | Year-To-Date As At June 2019 |         |    |                                                                                                                       |                                                                                                                                                 |
|------|------------------|---------------------------------------------------------------------|------------------|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------|------------------------------|---------|----|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
|      |                  |                                                                     |                  |                                       |                                                                                                                                                                                                                                                                                                                          |                 |               | Target                       | Actual  | R  | Reason for deviation                                                                                                  | Corrective Measures                                                                                                                             |
| D148 | Service Delivery | Enhance sustainable environmental management and social development | Waste Management | Urban Waste Kerbside collection       | Q1: Kerbside collections on a weekly basis for 8580 urban Households (100%)<br>Q2: Kerbside collections on a weekly basis for 8580 urban Households (100%)<br>Q3: Kerbside collections on a weekly basis for 8580 urban Households (100%)<br>Q4: Kerbside collections on a weekly basis for 8580 urban Households (100%) | New measurement | 100%          | 100%                         | 100%    | G  | Periodic disruptions occur in removal sustainability due to "old & dilapidated" fleet                                 | Renewal of the fleet to be prioritized during IDP // Process during the projects-phase                                                          |
| D149 | Service Delivery | Enhance sustainable environmental management and social development | Waste Management | Solid Waste Litterpicking in GTM area | Q1: Monthly monitoring of 140 litterpicking routes (100%)<br>Q2: Monthly monitoring of 140 litterpicking routes (100%)<br>Q3: Monthly monitoring of 140 litterpicking routes (100%)<br>Q4: Monthly monitoring of 140 litterpicking routes (100%)                                                                         | new project     | 100%          | 100%                         | 100.58% | G2 | 151 Route is being attended to                                                                                        | N/A                                                                                                                                             |
| D150 | Service Delivery | Enhance sustainable environmental management and social development | Waste Management | Public Toilet Management              | Q1: Monthly monitoring of 10 public toilets blocks (100%)<br>Q2: Monthly monitoring of 10 public toilets blocks (100%)<br>Q3: Monthly monitoring of 10 public toilets blocks (100%)<br>Q4: Monthly monitoring of 10 public toilets blocks (100%)                                                                         | new project     | 100%          | 100%                         | 100%    | G  | Lack of structural "Repairs & Maintenance" create "sanitary" problems e.g. proper cleansing of buildings and utensils | 1) Public toilets are actually part of the Building & Maintenance programmes and must be transferred to the relevant Department and/or Division |

| <b>Table 33: Employees - Solid Waste Services</b> |                    |                         |                     |                    |                         |                     |
|---------------------------------------------------|--------------------|-------------------------|---------------------|--------------------|-------------------------|---------------------|
| <b>Job level</b>                                  | <b>2017/18</b>     |                         |                     | <b>2018/19</b>     |                         |                     |
|                                                   | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> |
| Level 0-3                                         | 1                  | 1                       | 0%                  | 1                  | 1                       | 0%                  |
| Level 4-6                                         | 13                 | 3                       | 76%                 | 13                 | 3                       | 76%                 |
| Level 7-9                                         | 2                  | 1                       | 50%                 | 2                  | 1                       | 50%                 |
| Level 10-15                                       | 12                 | 10                      | 17%                 | 12                 | 12                      | 0%                  |
| Level 16-17                                       | 124                | 84                      | 32%                 | 124                | 81                      | 34.67%              |
| <b>Total</b>                                      | <b>152</b>         | <b>99</b>               | <b>35%</b>          | <b>152</b>         | <b>98</b>               | <b>35.52%</b>       |

Human Resource capacity of Solid Waste Management: Quick turnaround time to fill vacancies is of utmost importance as vacant positions stay vacant for long periods (refer to **Table 33**). The Rural Waste Management programme need to fill an additional 809 x EPWP Beneficiary-positions to ensure 100% coverage of Rural Waste removals on a level 3 service. A review of the organizational structure (Work-study) is necessary for sustainable service-delivery

The financial Performance of the Solid waste service is reflected in **Table 34**. The underspending on Employees is due to the high number of vacancies and the implementation of cost saving measures. The budget allocated for solid waste management is insufficient to provide sustainable services to the rural areas. Therefore, additional funds is required to ensure that all areas are serviced.

| <b>Table 34: Financial Performance 2018/19: Solid Waste Services (R'000)</b> |                |                 |                          |               |                 |
|------------------------------------------------------------------------------|----------------|-----------------|--------------------------|---------------|-----------------|
| <b>Detail</b>                                                                | <b>2017/18</b> |                 | <b>2018/19</b>           |               |                 |
|                                                                              | <b>Actual</b>  | <b>Budgeted</b> | <b>Adjustment Budget</b> | <b>Actual</b> | <b>Variance</b> |
| <b>Total Operational Revenue</b>                                             | <b>36 476</b>  | <b>36,476</b>   | <b>57,742</b>            | <b>57,742</b> | <b>38,745</b>   |
| Expenditure:                                                                 |                |                 |                          |               |                 |
| Employees                                                                    | 17 596         | 17,596          | 19,480                   | 19,480        | 17,331          |
| Repairs & Maintenance                                                        | 3 050          | 3,050           | 3,836                    | 3,836         | 172             |
| Other                                                                        | 28 831         | 28,831          | 30,808                   | 30,808        | 36,178          |

| <b>Table 34: Financial Performance 2018/19: Solid Waste Services (R'000)</b> |                 |                 |                          |               |                 |
|------------------------------------------------------------------------------|-----------------|-----------------|--------------------------|---------------|-----------------|
| <b>Detail</b>                                                                | <b>2017/18</b>  | <b>2018/19</b>  |                          |               |                 |
|                                                                              | <b>Actual</b>   | <b>Budgeted</b> | <b>Adjustment Budget</b> | <b>Actual</b> | <b>Variance</b> |
| <b>Total Operational Expenditure</b>                                         | <b>49 477</b>   | <b>49,477</b>   | <b>54,124</b>            | <b>54,124</b> | <b>53,681</b>   |
| <b>Net Operational (Service) Expenditure</b>                                 | <b>(13 001)</b> | <b>-13,001</b>  | <b>3,618</b>             | <b>3,618</b>  | <b>-14,936</b>  |

**Table 35** below presents the progress made with the implementation of capital projects allocated for the Solid Waste Collection during 2018/19.

| <b>Table 35: Capital Expenditure 2018/19: Solid Waste Services (R'000)</b> |                |                          |                           |                                      |                             |
|----------------------------------------------------------------------------|----------------|--------------------------|---------------------------|--------------------------------------|-----------------------------|
| <b>Capital Projects</b>                                                    | <b>2018/19</b> |                          |                           |                                      |                             |
|                                                                            | <b>Budget</b>  | <b>Adjustment budget</b> | <b>Actual Expenditure</b> | <b>Variance from original budget</b> | <b>Total Project value*</b> |
| <None>                                                                     |                |                          |                           |                                      |                             |
| <b>Total</b>                                                               |                |                          |                           |                                      |                             |

\* Including past and future expenditure as planned for the next 3 years

**The Largest solid waste management projects are:**

- ✓ 5 Urban Waste Service Areas (8,695 (8%) households) receive a full collection service at the Kerbside on a scheduled-basis once per week.
- ✓ 40 Rural Waste Service Areas (47,822 (44%) households) receive a full collection service at Drop-of-Centres on a scheduled-basis once per week.
- ✓ 1 Licensed Landfill-site is fully operational, complying at 95% of the minimum legislated requirements
- ✓ 7 Public-Toilet-blocks are sanitized and cleansed on a scheduled daily basis

The performance of the service is constrained by the lack of sufficient budget-allocations to fund:-

- a) The replacement of vehicles,
- b) Filling of vacancies,
- c) Review of the organizational structure for the service,
- d) The expansion of the service to the rural areas in sustainable manner.

## 3.5 HOUSING & BUILDING CONTROL

### 3.5.1 HOUSING

All projects are developed in terms of the approved Integrated Residential Development Programme. Rural projects are implemented in terms of the Rural Housing Subsidy Programme. The Greater Tzaneen Municipality prioritise the development areas for wards with least low cost housing subsidy/RDP houses. The total allocation was **300** units for 2018/19 financial year and **21** units are completed (also refer to **Table 39**). **14** units completed for Blocked Projects of the 2018/19 financial year. 142 units outstanding from 700 units for 2017/18 financial year.

| <b>Year</b> | <b>Total Households<sup>3</sup></b> | <b>Households in informal houses**</b> | <b>% of HH in formal settlements*</b> |
|-------------|-------------------------------------|----------------------------------------|---------------------------------------|
| 2014/2015   | 108 926                             | 7 729                                  | 7%                                    |
| 2015/2016   | 108 926                             | 2756                                   | 3%                                    |
| 2016/2017   | 108 926                             | 2756                                   | 3%                                    |
| 2017/2018   | 108 926                             | 2756                                   | 3%                                    |
| 2018/2019   | 108 926                             | 2756                                   | 3%                                    |

GTM has a housing backlog of 11,745, pending the review of beneficiaries for 2013 to 2019.

- The middle income backlog is 1762.
- The Old Age waiting list is 92

<sup>3</sup> \*Number of Households as established through Census 2011 (Stats SA, 2011)

\*\*GTM is a predominantly rural municipality, the definition of informal houses in a rural context has not been clarified and therefore figure represents the Stats SA definition which only includes houses with an informal structure (not referring to the town planning context thereof)

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| Table 37: Housing Service Delivery targets for 2018/19 as set out in the SDBIP |           |        |                     |               |                              |   |                      |
|--------------------------------------------------------------------------------|-----------|--------|---------------------|---------------|------------------------------|---|----------------------|
| Ref                                                                            | Programme | KPI    | Unit of Measurement | Annual Target | Year-To-Date As At June 2019 |   |                      |
|                                                                                |           |        |                     |               | Actual                       | R | Reason for deviation |
|                                                                                |           | <None> |                     |               |                              |   |                      |

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**Table 38** presents the list of RDP housing projects allocated to the GTM area by the Department of Cooperative Governance, Human Settlements and Traditional Affairs during 18/19. From the table it is clear that most projects have started and are progressing well.

| <b>Table 38: RDP Housing projects 2018/19</b> |                          |                        |                                       |                                |
|-----------------------------------------------|--------------------------|------------------------|---------------------------------------|--------------------------------|
| <b>Village (Location)</b>                     | <b>Commencement date</b> | <b>Units allocated</b> | <b>Units completed by 30 June '19</b> | <b>Challenges/Achievements</b> |
| Sunnyside/<br>Motlhatlareng                   | 17 April 2019            | 10                     | 05 wall plates<br>04 foundations      | In progress                    |
| Serare                                        | 17 April 2019            | 30                     | 09 wall plates                        | In progress                    |
| Mokomotsi                                     | 17 April 2019            | 15                     | Not yet started                       | Interference of the Community  |
| Xihoko                                        | 17 April 2019            | 15                     | 15                                    | Completed                      |
| Rikhotso                                      | 17 April 2019            | 15                     | 15                                    | Completed                      |
| Mookgo 6                                      | 17 April 2019            | 15                     | 15                                    | Completed                      |
| Mookgo 7                                      | 17 April 2019            | 10                     | 10                                    | Completed                      |
| Musiphani                                     | 17 April 2019            | 18                     | 18                                    | Completed                      |
| Nkambako                                      | 17 April 2019            | 20                     | 20                                    | Completed                      |
| Burgersdorp                                   | 17 April 2019            | 08                     | Not yet started                       | Still working in other Wards   |
| Pharare/ Sethabaneng                          | 17 April 2019            | 09                     | Not yet started                       | Still working in other Wards   |
| Matshelapata                                  | 17 April 2019            | 10                     | Not yet started                       | Still working in other Wards   |
| Ezekhaya                                      | 17 April 2019            | 25                     | Not yet started                       | Still working in other Wards   |
| Shoromong                                     | 17 April 2019            | 10                     | 10 foundations                        | In progress                    |
| Pharare                                       | 17 April 2019            | 10                     | 10 foundations                        | In progress                    |
| Shiluvane                                     | 17 April 2019            | 15                     | 15 foundations                        | In progress                    |
| Serutlutlung                                  | 17 April 2019            | 15                     | 15                                    | Completed                      |
| Mogapeng                                      | 17 April 2019            | 25                     | 25                                    | Completed                      |
| Lephepane                                     | 17 April 2019            | 15                     | 15 foundations                        | In progress                    |
| Khopo                                         | 17 April 2019            | 10                     | 10 foundations                        | In progress                    |

### **Key Challenges Experienced on RDP Housing**

- Allocation versus demand
- Selling of RDP by beneficiaries
- Land availability is moving on slow pace
- Servicing of available sites by service departments

- Servicing Industrial site for investment.
- Transfer of state land to GTM
- Purchasing of land for development.
- Transfer of property valuation from Revenue to Land and human settlements.

### Housing Consumer Education

During 2018/19 Housing Consumer Education was successfully conducted. Consumer education sessions were held, targeting 300 beneficiaries, as per the information presented in **Table 39** below.

| <b>Table 39: Housing Consumer Education sessions</b> |                                                                 |                        |                            |
|------------------------------------------------------|-----------------------------------------------------------------|------------------------|----------------------------|
| <b>Date</b>                                          | <b>Village</b>                                                  | <b>Venue</b>           | <b>Number of attendees</b> |
| 02 May 2019                                          | Rikhotso, Mookgo 6 & 7 and Xihoko                               | Emmanuel Church        | 42 beneficiaries           |
| 03 July 2019                                         | Shoromong; Shiluvane; Pharare; Ezekhaya; Mogapeng; Matshelapata | Bulamahlo Cluster      | 114 beneficiaries          |
| 29 July 2019                                         | Musiphani                                                       | Headman                | 26 beneficiaries           |
| 30 July 2019                                         | Nkambako                                                        | Presbyterian Church    | 25 beneficiaries           |
| 15 August 2019                                       | Mokomotsi; Serare; Sunnyside; Serutlulung                       | Semane School          | 51 beneficiaries           |
| 26 August 2019                                       | Lephepane & Khopo                                               | Lephepane SASSA Office | 30 beneficiaries           |
| 27 November 2019                                     | Letaba hospital                                                 | Letaba hospital        | 30 beneficiaries           |

### 3.5.2 BUILDING CONTROL

Local Municipalities are required to enforce compliance to the National Building Regulations Act of 1977 and SANS 10400 within their area of jurisdiction. Applications are processed upon receipt of payment. This is followed by opening of file, then circulated to various departments for respective comments and once all the requirements are met, an approval letter is issued to the applicant. Site Inspections are also carried out during the construction phase once construction has commenced, thus;

- Foundation inspection,
- Open sewer inspection and
- Overall completion inspection wherein an occupational certificate will be issued if all met the Building Regulations' standards.

**Table 40** presents all the applications processed by GTM from 2016/17 to 18/19.

| <b>Table 40: Square meters and value of building plans approved 2016/17 – 2018/19</b> |                             |                  |                             |                  |                             |                  |
|---------------------------------------------------------------------------------------|-----------------------------|------------------|-----------------------------|------------------|-----------------------------|------------------|
|                                                                                       | <b>2016/17</b>              |                  | <b>2017/18</b>              |                  | <b>2018/19</b>              |                  |
|                                                                                       | <b>Area (m<sup>2</sup>)</b> | <b>Value (R)</b> | <b>Area (m<sup>2</sup>)</b> | <b>Value (R)</b> | <b>Area (m<sup>2</sup>)</b> | <b>Value (R)</b> |
| New houses approved                                                                   | 22 112                      | 114 982 400      | 26382                       | 137 186 400      | 18886                       | 98 207 200       |
| Additions to existing houses approved                                                 | 4478                        | 23 285 600       | 4662                        | 24 242 400       | 5557                        | 28 896 400       |
| New shops approved                                                                    | 2652                        | 13 790 400       | 1410                        | 7 332 000        | 0                           | 0                |
| Additions to existing shops approved                                                  | 175                         | 910 000          | 1320                        | 6 864 000        | 2593                        | 13 483 600       |
| Additions to existing industrial approved                                             | 630                         | 3 276 000        | 1475                        | 7 670 000        | 2905                        | 15 106 000       |
| New churches approved                                                                 | 1166                        | 6 063 200        | 0                           | 0                | 0                           | 0                |
| New townhouses approved                                                               | 4891                        | 25 433 200       | 2964                        | 15 412 800       | 5690                        | 29 558 000       |
| New other ( cell phone towers ) approved                                              | 656                         | 3 411 200        | 1291                        | 6 338 800        | 400                         | 2 080 000        |

Most of the received applications are for developments in Tzaneen town for new buildings, additions to existing structures, alteration and outside buildings. Notices of contravention were issued to residents who did not comply with the Building Regulations.

The staff compliment of the building and maintenance division is presented below in **Table 41** below:

| <b>Table 41: Employees – Building and Maintenance (2018/19)</b> |                    |                    |                    |                    |                         |                     |
|-----------------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|---------------------|
| <b>Job level</b>                                                | <b>2017/18</b>     |                    |                    | <b>2018/19</b>     |                         |                     |
|                                                                 | <b>No of Posts</b> | <b>No of Posts</b> | <b>No of Posts</b> | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> |
| Level 0-3                                                       | 1                  | 1                  | 0%                 | 1                  | 1                       | 0%                  |
| Level 4-6                                                       | 14                 | 12                 | 14%                | 14                 | 13                      | 7.14%               |
| Level 7-9                                                       | 3                  | 3                  | 0%                 | 3                  | 3                       | 0%                  |
| Level 10-15                                                     | 15                 | 6                  | 60%                | 15                 | 6                       | 60%                 |
| Level 16-17                                                     | 13                 | 8                  | 38%                | 13                 | 5                       | 61.53%              |
| <b>Total</b>                                                    | <b>46</b>          | <b>30</b>          | <b>35%</b>         | <b>46</b>          | <b>28</b>               | <b>39.13%</b>       |

The Capital allocation for Building and Maintenance is presented in **Table 42** below.

| <b>Table 42: Capital Project Expenditure: Building and Maintenance (R'000)</b> |                |                          |                           |                                      |                             |
|--------------------------------------------------------------------------------|----------------|--------------------------|---------------------------|--------------------------------------|-----------------------------|
| <b>Capital Projects</b>                                                        | <b>2018/19</b> |                          |                           |                                      |                             |
|                                                                                | <b>Budget</b>  | <b>Adjustment budget</b> | <b>Actual Expenditure</b> | <b>Variance from original budget</b> | <b>Total Project value*</b> |
| Upgrading of old Fire station building and Civic Centre                        | R11 700 000    | R2 500 000               | R1 214 723                | R1 285 277                           | TBC (design stage)          |

The financial performance of the Building and Maintenance Division is presented in **Table 43**.

| <b>Table 43: Financial Performance 2018/19: Building and Maintenance (R'000)</b> |                |                 |                          |               |                 |
|----------------------------------------------------------------------------------|----------------|-----------------|--------------------------|---------------|-----------------|
| <b>Detail</b>                                                                    | <b>2017/18</b> | <b>2018/19</b>  |                          |               |                 |
|                                                                                  | <b>Actual</b>  | <b>Budgeted</b> | <b>Adjustment Budget</b> | <b>Actual</b> | <b>Variance</b> |
| <b>Total Operational Revenue</b>                                                 | <b>2 309</b>   | <b>2,309</b>    | <b>2,265</b>             | <b>2,265</b>  | <b>2,724</b>    |
| <b>Expenditure:</b>                                                              |                |                 |                          |               |                 |
| Employees                                                                        | 9 815          | 9,815           | <b>11,444</b>            | <b>11,444</b> | 11,260          |
| Repairs & Maintenance                                                            | 1 461          | 1,461           | <b>1,968</b>             | <b>1,968</b>  | 655             |
| Other                                                                            | 958            | 958             | <b>5,086</b>             | <b>5,386</b>  | 1,434           |
| <b>Total Operational Expenditure</b>                                             | <b>12 234</b>  | <b>12,234</b>   | <b>18,498</b>            | <b>18,798</b> | <b>13,349</b>   |

| <b>Table 43: Financial Performance 2018/19: Building and Maintenance (R'000)</b> |                |                 |                          |               |                 |
|----------------------------------------------------------------------------------|----------------|-----------------|--------------------------|---------------|-----------------|
| <b>Detail</b>                                                                    | <b>2017/18</b> | <b>2018/19</b>  |                          |               |                 |
|                                                                                  | <b>Actual</b>  | <b>Budgeted</b> | <b>Adjustment Budget</b> | <b>Actual</b> | <b>Variance</b> |
| <b>Net Operational (Service) Expenditure</b>                                     | (9 925)        | -9,925          | -16,233                  | -16,533       | -10,625         |

The under expenditure reflected in **Table 43** is due to a lot of vacancies that were not filled for people that passed on and those that went on pension.

### 3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

Council, through its Indigent policy, provides an Indigent Subsidy to all qualifying households with no or a low income. Basic services such as 50 KW of free basic electricity monthly , water and sanitation that is enough to cater for the basic needs of a poor household, while the municipality is not financially burdened with non-payment of services.

To achieve this, a threshold income level of a maximum of the approved pension amount for old age i.e. R1 630 per individual or R3 260 per household applies. The consumer, in order to qualify as an indigent, needs to complete the necessary documentation, as required, and agree to regulations and restrictions stipulated by Greater Tzaneen Municipality

| <b>Table 44: Financial Performance 2018/19: Cost to the Municipality of Free Basic Services Delivered (R'000)</b> |                           |                |                          |                   |                           |
|-------------------------------------------------------------------------------------------------------------------|---------------------------|----------------|--------------------------|-------------------|---------------------------|
| <b>Service</b>                                                                                                    | <b>2017/18</b>            | <b>2018/19</b> |                          |                   |                           |
|                                                                                                                   | <b>Actual Expenditure</b> | <b>Budget</b>  | <b>Adjustment Budget</b> | <b>Actual Exp</b> | <b>Variance to budget</b> |
| Electricity                                                                                                       | 3 067                     | 4 000          | 4 000                    | 3 304             | 17.4%                     |
| Waste Collection                                                                                                  | 987                       | 1 600          | 1 600                    | 1 162             | 27.37%                    |
| Property rates                                                                                                    | 38 501                    | 33 000         | 33 000                   | 37 975            | 15.07%                    |
| <b>Total</b>                                                                                                      | <b>42 555</b>             | <b>38 600</b>  | <b>38 600</b>            | <b>42 441</b>     | <b>(9.05%)</b>            |

The expenditure on Free Basic Electricity is less than budgeted due to the decrease in the number of indigents vetted that qualify for FBE. Also, indigents may not also have redeemed the FBE vouchers regularly, as Eskom charge the municipality for actual redemption value of the FBE vouchers. The expenditure on property rates was much higher than budgeted since the new valuation roll was implemented from 1 July 2017. It should however be noted that this includes rebates given to all property owners

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|           | Registered Indigents | Free Basic Water |                   | Free Basic Sanitation |                | Free Basic Electricity |                | Free Basic Waste Removal |                |
|-----------|----------------------|------------------|-------------------|-----------------------|----------------|------------------------|----------------|--------------------------|----------------|
| Year      | Total HH             | HH Receiving     | % of indigents[1] | HH Receiving          | % of indigents | HH Receiving           | % of indigents | HH Receiving             | % of indigents |
| 2014/2015 | 31 129               | 2 733            | MDM               | 2 733                 | MDM            | 31 129                 | 100%           | 933                      | 3%             |
| 2015/2016 | 36 427               | 1 408            | MDM               | 1 408                 | MDM            | 36 427                 | 100%           | 1 193                    | 3%             |
| 2016/2017 | 36 427               | 1 418            | MDM               | 1 418                 | MDM            | 36 427                 | 100%           | 1 201                    | 3%             |
| 2017/2018 | 25 963               | 1 457            | MDM               | 1 457                 | MDM            | 25 963                 | 100%           | 1 214                    | 5%             |
| 2018/2019 | 25 963               | 1293             | MDM               | 1293                  | MDM            | 25 963                 | 100%           | 1 098                    | 4%             |

| Ref | Municipal KPA    | Strategic Objective                                   | Programme           | KPI                                                                                                                  | Unit of Measurement | Baseline     | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                                                                                                                                                                                     |                                                                          |
|-----|------------------|-------------------------------------------------------|---------------------|----------------------------------------------------------------------------------------------------------------------|---------------------|--------------|---------------|------------------------------|--------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
|     |                  |                                                       |                     |                                                                                                                      |                     |              |               | Target                       | Actual | R | Reason for deviation                                                                                                                                                                                                                                                                | Corrective Measures                                                      |
| D75 | Service Delivery | Improve access to sustainable and affordable services | Free Basic Services | % of households earning less than R1100 served with free basic electricity (registered as indigents in formal towns) | Percentage          | 100% (25764) | 100%          | 100%                         | 91.67% | ○ | All households indicated as indigent on Promis receive rebate for electricity (formal towns). Eskom manage rural areas and townships and submit report every second month on indigents that do claim for FBE. The % relates to those within our managing area where we supply 100%. | KPI not 100% measurable and removed from the 2019/2020 departmental KPI. |

It should be noted that GTM is not a Water Service Authority and therefore not providing water and sanitation in the entire municipal area, making it impossible to provide figures on the provision of free basic services in this regard.

**Table 46: Free Basic Service Delivery targets as contained in the SDBIP for 2018/19**

| Ref | Municipal KPA    | Strategic Objective                                   | Programme           | KPI                                                                                                            | Unit of Measurement | Baseline   | Annual Target | Year-To-Date As At June 2019 |                |   |                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                              |
|-----|------------------|-------------------------------------------------------|---------------------|----------------------------------------------------------------------------------------------------------------|---------------------|------------|---------------|------------------------------|----------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                  |                                                       |                     |                                                                                                                |                     |            |               | Target                       | Actual         | R | Reason for deviation                                                                                                                                                                                                                                                          | Corrective Measures                                                                                                                                                                                                                          |
| D76 | Service Delivery | Improve access to sustainable and affordable services | Free Basic Services | % households earning less than R 1100 with access to free basic waste removal (total registered as indigents)  | Percentage          | 3.61       | 10%           | 10%                          | 3.86%          | R | All indigents on Promis (formal towns) receive free basic waste services. No record of villages that is included in total indigent register. Less indigents registered, new applications send for validation.                                                                 | KPI not 100% measurable and removed from the 2019/2020 departmental KPI.                                                                                                                                                                     |
| D77 | Service Delivery | Improve access to sustainable and affordable services | Free Basic Services | Total number of registered indigent households who received free basic water and sanitation (GTM service area) | Number              | 1365       | 1,525         | 1,525                        | 1,185          | O | The indigent households registered on the Promis system we can verify for receiving free basic water. Indigents in villages not on our financial system cannot be verified. Indigents were disqualified and the number decreased from the previous year.                      | New and previous vetted applications in the process of validation/ external scan. Increased number of indigents will assist in reaching the target. Updating of indigent register once validation report is received and approved by Council |
| D82 | Service Delivery | Improve access to sustainable and affordable services | Free Basic Services | R-value of Free Basic Electricity to Households                                                                | R-value             | R3 067 047 | R 4,400,000   | R 4,400,000                  | R 3,304,042.07 | O | Payment as per invoice received from Eskom for tokens issued to indigents. Amount is less than target due to less amount of indigents approved 2016/2017 and possible tampering by existing users. FBE cost from prepaid sales brought into account for 18/19 financial year. | Ongoing validation of indigents and Eskom to inspect on bridging of electricity. Updating of new indigent register after validation is received and approved by Council                                                                      |

## COMPONENT B: ROADS &amp; TRANSPORT

Greater Tzaneen Municipality is responsible for the provision and maintenance of the municipal roads falling within the various towns in the Municipal area, as stated in Schedule 5B of the Constitution of the Republic of South Africa. The Greater Tzaneen Municipality manages the municipal road network that comprises of district /connector and municipal / access roads in terms of road classification. The municipality is tasked with the planning, design, maintenance, construction and usage of these roads. It is also required to prevent the deterioration of surfaced roads by conducting preventative maintenance, control of storm water and provision of drainage structures and to surface priority roads. Greater Tzaneen Municipality drafted the Roads Master Plan which was approved by Council in 2018/19 financial year.

## 3.7 ROADS &amp; STORMWATER

Greater Tzaneen Municipality road network consist of 3 091 km of which 256 km is paved (asphalt and single seals) and 2 834 km is unpaved (gravel, earth). GTM is responsible for providing and maintaining local roads as stated in Schedule 5B of the Constitution of the Republic of South Africa. Roads maintenance services includes maintenance of gravel roads, tarred roads patching and maintenance of stormwater drainage systems. During 2018/19 financial year we were able to construct 18km of tarred roads and the other roads are multiyear projects that are going to be completed in the next financial year.

| Job level    | 2017/18     |                  |              | 2018/19     |                  |               |
|--------------|-------------|------------------|--------------|-------------|------------------|---------------|
|              | No of Posts | Positions Filled | Vacancy rate | No of Posts | Positions Filled | Vacancy rate  |
| Level 0-3    | 1           | 1                | 0%           | 1           | 1                | 0%            |
| Level 4-6    | 10          | 5                | 50%          | 10          | 5                | 50%           |
| Level 7-9    | 1           | 0                | 100%         | 1           | 0                | 100%          |
| Level 10-15  | 67          | 20               | 70%          | 67          | 17               | 74.62%        |
| Level 16-17  | 146         | 12               | 92%          | 146         | 11               | 92.46%        |
| <b>Total</b> | <b>225</b>  | <b>38</b>        | <b>83%</b>   | <b>225</b>  | <b>34</b>        | <b>84.88%</b> |

Shortage of manpower deprives the Roads and Stormwater Division to undertake some of the activities internally and this would result with saving of municipal funds. The division relies much on service providers for re-gravelling and pothole repairs. There were 20 EPWP beneficiaries who were employed to increase the manpower.

| <b>Table 48: Financial Performance 2018/19: Roads &amp; storm water Services (R'000)</b> |                  |                 |                          |                 |                 |
|------------------------------------------------------------------------------------------|------------------|-----------------|--------------------------|-----------------|-----------------|
| <b>Detail</b>                                                                            | <b>2017/18</b>   | <b>2018/19</b>  |                          |                 |                 |
|                                                                                          | <b>Actual</b>    | <b>Budgeted</b> | <b>Adjustment Budget</b> | <b>Actual</b>   | <b>Variance</b> |
| <b>Total Operational Revenue</b>                                                         | <b>49</b>        | <b>49</b>       | <b>500</b>               |                 |                 |
| <b>Expenditure:</b>                                                                      |                  |                 |                          |                 |                 |
| Employees                                                                                | 15 039           | 15,039          | 22,114                   | 22,114          | 13,728          |
| Repairs & Maintenance                                                                    | 29 750           | 29,750          | 37,531                   | 37,531          | 21,812          |
| Other                                                                                    | 94 762           | 94,762          | 78,737                   | 79,587          | 30,896          |
| <b>Total Operational Expenditure</b>                                                     | <b>139 551</b>   | <b>139,551</b>  | <b>138,382</b>           | <b>139,232</b>  | <b>66,436</b>   |
| <b>Net Operational (Service) Expenditure</b>                                             | <b>(139 502)</b> | <b>-139,502</b> | <b>-137,882</b>          | <b>-139,232</b> | <b>-66,436</b>  |

## Chapter 3

| Year      | Gravel   |                   |                 |            | Tar/Asphalted |                   |            |                         |
|-----------|----------|-------------------|-----------------|------------|---------------|-------------------|------------|-------------------------|
|           | Total km | Newly constructed | Upgraded to tar | Maintained | Total km      | Newly constructed | Re-sheeted | Maintained              |
| 2014/2015 | 1577     | 0                 | 17.5            | 2909       | 722.5         | 17.5              | 0          | 14 890 m <sup>2</sup>   |
| 2015/2016 | 1569     | 0                 | 8.5             | 3136       | 731           | 8.5               | 0          | 11 636 m <sup>2</sup>   |
| 2016/2017 | 3091     | 0                 | 2.8             | 1493       | 733.8         | 2.8               | 0          | 12 574 m <sup>2</sup>   |
| 2017/2018 | 2820     | 0                 | 15              | 5077       | 271           | 15                | 0          | 11 709 m <sup>2</sup>   |
| 2018/19   | 2820     | 0                 | 0               | 9887       | 271           | 0                 | 0          | 14 701.8 m <sup>2</sup> |

After the development of the road master plan, it was discovered that Greater Tzaneen Municipality owns a total of 3091km road network. This is comprised of 271km tarred roads and 2820 km of gravel roads. During 2018/19 financial year, 18 km were upgraded from gravel to tar (refer to **Table 49**) and other roads which are under construction are multiyear projects which are going to be completed in the next financial year. 11 709m<sup>2</sup> potholes were patched and 5077km graded. The increase in the grading of roads are due to the absence of proper storm water systems which results in grading having to be re-done after heavy rain.

| Year      | Gravel          |                     |                        |                     | Tar/ Asphalt                 |                     |                        |                     |
|-----------|-----------------|---------------------|------------------------|---------------------|------------------------------|---------------------|------------------------|---------------------|
|           | Maintained (Km) | Expenditure (R'000) | Newly Constructed (Km) | Expenditure (R'000) | Maintained (m <sup>2</sup> ) | Expenditure (R'000) | Newly Constructed (Km) | Expenditure (R'000) |
| 2014/2015 | 2909            | 9 175 441           | 0                      | 0                   | 14 890                       | 8 501 942           | 17.5                   | 8 103 335           |
| 2015/2016 | 3136            | 8 920 313           | 0                      | 0                   | 11 636                       | 9 375 697           | 8.5                    | 80 590 684          |
| 2016/2017 | 1493            | 8 795 187           | 0                      | 0                   | 12 574                       | 8 597 526           | 2.8                    | 16 474 173          |
| 2017/2018 | 5077            | 12 022 918          | 0                      | 0                   | 11 079                       | 10 081 363          | 15                     | 170 519 021         |

**Table 50: Cost of construction & Maintenance of roads (2014/16 - 2018/19)**

| Year    | Gravel          |                     |                        |                     | Tar/ Asphalt                 |                     |                        |                     |
|---------|-----------------|---------------------|------------------------|---------------------|------------------------------|---------------------|------------------------|---------------------|
|         | Maintained (Km) | Expenditure (R'000) | Newly Constructed (Km) | Expenditure (R'000) | Maintained (m <sup>2</sup> ) | Expenditure (R'000) | Newly Constructed (Km) | Expenditure (R'000) |
| 2018/19 | 9887            | 9 030 149           | 0                      | 0                   | 14 701.8                     | 11 332 065          | 0                      | 0                   |

**Table 51: Service Delivery targets for Roads & Stormwater as set out in the SDBIP for 2018/19**

| Ref  | Municipal KPA    | Strategic Objective                                   | Programme                                        | KPI                                                         | Unit of Measurement                                                                                                                                                                                            | Baseline    | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                         |                                                                         |
|------|------------------|-------------------------------------------------------|--------------------------------------------------|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|------------------------------|--------|---|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
|      |                  |                                                       |                                                  |                                                             |                                                                                                                                                                                                                |             |               | Target                       | Actual | R | Reason for deviation                                                                                    | Corrective Measures                                                     |
| D230 | Service Delivery | Improve access to sustainable and affordable services | Roads and Storm water Infrastructure Development | Km of roads tarred                                          | Kilometers                                                                                                                                                                                                     | 15          | 8             | 8                            | 25     | B | Rita to Mariveni = 7km<br>Mafarana to Burgersdorp = 12km<br>Morutji to Matswi = 6km (total 12km tarred) | Not required                                                            |
| D231 | Service Delivery | Improve access to sustainable and affordable services | Roads and Storm water Infrastructure Development | Mopye High School Access Road Phase 1                       | Q1: Specifications completed (10%)<br>Q2: Advert for the appointment of a contractor (15%)<br>Q3: Appointment of contractor finalised (20%)<br>Q4: Construction, Physical construction of paving at 40% (100%) | New project | 100%          | 100%                         | 50%    | R | Project was delayed because the initial contractor withdrew from the project.                           | An alternative contractor was appointed and is busy with construction   |
| D232 | Service Delivery | Improve access to sustainable and affordable services | Roads and Storm water Infrastructure Development | Paving of Nelson Ramodike High School Access road (Phase 1) | Q1: Specifications completed (10%)<br>Q2: Advert for the appointment of a contractor (15%)<br>Q3: Appointment of contractor finalised (20%)<br>Q4: Construction, Physical construction of paving at 15% (100%) | New project | 100%          | 100%                         | 20%    | R | Delays in the appointment of the contractor. Tenders were re-advertised                                 | Appointment of the contractor finalised, waiting for the site handover. |

**Table 51: Service Delivery targets for Roads & Stormwater as set out in the SDBIP for 2018/19**

| Ref  | Municipal KPA    | Strategic Objective                                   | Programme                                        | KPI                                                             | Unit of Measurement                                                                                                                                                                                                                | Baseline             | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                                          |                                                                                                                 |
|------|------------------|-------------------------------------------------------|--------------------------------------------------|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------|------------------------------|--------|---|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
|      |                  |                                                       |                                                  |                                                                 |                                                                                                                                                                                                                                    |                      |               | Target                       | Actual | R | Reason for deviation                                                                                                                     | Corrective Measures                                                                                             |
| D233 | Service Delivery | Improve access to sustainable and affordable services | Roads and Storm water Infrastructure Development | Upgrading of Access Road to Mbambamencisi                       | Q1: Appointment of contractor completed (10%)<br>Q2: Construction phase, Physical construction at 35% (45%)<br>Q3: Physical progress at 70% (70%)<br>Q4: Upgrading of Access Road to Mbambamencisi (1.3km) completed (100%)        | New project          | 100%          | 100%                         | 70%    | R | The project is behind schedule due to delays during the procurement stage (re-advertisement) and rainfall during the construction stage. | The contractor has completed the subbase and the base layer, currently busy laying the interlock paving bricks. |
| D234 | Service Delivery | Improve access to sustainable and affordable services | Roads and Storm water Infrastructure Development | Moruji to Matswi/ Kheshokolwe Gravel to tar Road (Phase 5 of 5) | Q 1: Physical construction at 90% (50%)<br>Q2: Moruji to Matswi/ Kheshokolwe Gravel to tar Road (12.5km) completed (100%)<br>Q3: n/a<br>Q4: n/a                                                                                    | Tender re-advertised | 100%          | 100%                         | 50%    | R | Financial constraints resulting with delays. Rain delays                                                                                 | V.O approved by Council                                                                                         |
| D236 | Service Delivery | Improve access to sustainable and affordable services | Roads and Storm water Infrastructure Development | Relela Access Road upgrade from gravel to tar (Phase 1)         | Q1: Appointment of consultant. Design and specifications completed (50%)<br>Q2: Design and specifications completed (80%)<br>Q3: Advertisement for the appointment of a contractor (90%)<br>Q4: Appointment of a contractor (100%) | New project          | 100%          | 100%                         | 100%   | G | No deviation                                                                                                                             | None                                                                                                            |
| D237 | Service Delivery | Improve access to sustainable and affordable services | Roads and Storm water Infrastructure Development | Matapa to Leseka Access road to school                          | Q1: Appointment of consultant. Design and specifications completed (50%)<br>Q2: Design and specifications completed (80%)<br>Q3: Advertisement for the appointment of a contractor (90%)<br>Q4: Appointment of a contractor (100%) | New project          | 100%          | 100%                         | 100%   | G | No deviation                                                                                                                             | None                                                                                                            |

**Table 51: Service Delivery targets for Roads & Stormwater as set out in the SDBIP for 2018/19**

| Ref  | Municipal KPA    | Strategic Objective                                   | Programme                                        | KPI                                                   | Unit of Measurement                                                                                                                                                                                                            | Baseline    | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                               |                                                                                                                                                            |
|------|------------------|-------------------------------------------------------|--------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|------------------------------|--------|---|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      |                  |                                                       |                                                  |                                                       |                                                                                                                                                                                                                                |             |               | Target                       | Actual | R | Reason for deviation                                                                                          | Corrective Measures                                                                                                                                        |
| D240 | Service Delivery | Improve access to sustainable and affordable services | Roads and Storm water Infrastructure Development | Tarring Nkowankowa A Codesa and Hani Streets          | Q1: Appointment of contractor completed (10%)<br>Q2: Construction phase, Physical construction at 35% (45%)<br>Q3: Physical progress at 70% (70%)<br>Q4: Tarring Nkowankowa A Codesa and Hani Streets (1.7km) completed (100%) | New project | 100%          | 100%                         | 76%    | O | Project is behind schedule due to delay in supply chain processes and rainfall during the construction stage. | The contractor has completed the layer works which are at 100%, currently busy with laying of kerbs.                                                       |
| D241 | Service Delivery | Improve access to sustainable and affordable services | Roads and Storm water Infrastructure Development | Mulati Access road Paving (Phase 1)                   | Q1: n/a<br>Q2: Specifications completed (10%)<br>Q3: Advertisement for a contractor (20%)<br>Q4: Appointment of contractor finalised (100%)                                                                                    | New project | 100%          | 100%                         | 100%   | G | No deviation. Project under construction                                                                      | None                                                                                                                                                       |
| D242 | Service Delivery | Improve access to sustainable and affordable services | Roads and Storm water Infrastructure Development | Upgrading of Khujwana to Lenyenye Access Road Phase 1 | Q1: n/a<br>Q2: Specifications completed (10%)<br>Q3: Advertisement for a contractor (20%)<br>Q4: Appointment of contractor finalised (100%)                                                                                    | New project | 100%          | 100%                         | 100%   | G | No deviation                                                                                                  | None                                                                                                                                                       |
| D244 | Service Delivery | Improve access to sustainable and affordable services | Roads and Storm water Infrastructure Development | Mawa B12 Low level bridge                             | Q1: Advertisement for the appointment of a contractor (10%)<br>Q2: Appointment of contractor completed (25%)<br>Q3: Construction phase, Physical construction at 35% (70%)<br>Q4: Mawa B12 Low level bridge completed (100%)   | New project | 100%          | 100%                         | 25%    | R | Delay in the appointment of the contractor.                                                                   | Contractor was appointed on the 27th of June 2019, currently acquiring all the contractual obligations documents from the contractor before site handover. |
| D245 | Service Delivery | Improve access to sustainable and affordable services | Roads and Storm water Infrastructure Development | Low Level bridge at Agatha Cemetery                   | Q1: Physical construction at 50% (10%)<br>Q2: Physical construction at 75% (60%)<br>Q3: Low Level bridge at Agatha Cemetery completed (100%)<br>Q4: n/a                                                                        | New project | 100%          | 100%                         | 100%   | G | No deviation                                                                                                  | None, project completed.                                                                                                                                   |

**Table 51: Service Delivery targets for Roads & Stormwater as set out in the SDBIP for 2018/19**

| Ref  | Municipal KPA    | Strategic Objective                                         | Programme                                                  | KPI                                                                | Unit of Measurement                                                                                                                                                                                  | Baseline    | Annual Target | Year-To-Date As At June 2019 |        |   |                                          |                                                    |
|------|------------------|-------------------------------------------------------------|------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|------------------------------|--------|---|------------------------------------------|----------------------------------------------------|
|      |                  |                                                             |                                                            |                                                                    |                                                                                                                                                                                                      |             |               | Target                       | Actual | R | Reason for deviation                     | Corrective Measures                                |
| D246 | Service Delivery | Improve access to sustainable and affordable services       | Roads and Storm water Infrastructure Development           | New Lenyenye Taxi Rank (Phase 1)                                   | Q1: Specifications completed (10%)<br>Q2: Advert for the appointment of a contractor (15%)<br>Q3: Appointment of contractor finalised (20%)<br>Q4: Construction, Physical construction at 40% (100%) | New project | 100%          | 100%                         | 15%    | R | Tender was not awarded due to SCM delays | Tender be awarded in the 1st quarter of 2019/20 FY |
| D247 | Service Delivery | Optimise and sustain infrastructure investment and services | Maintenance and upgrading of municipal road infrastructure | Upgrading of Tzaneen Ext.13 internal streets from gravel to paving | Q1: n/a<br>Q2: n/a)<br>Q3: Appointment of consulting engineer (30%)<br>Q4: Designs finalised (100%)                                                                                                  | New project | 100%          | 100%                         | 100%   | G | Designs completed                        | Not required                                       |

## Chapter 3

The capital programme for roads and stormwater is reflected in **Table 52** to **Table 55**.

| <b>Table 52: Capital Expenditure 2018/19: Roads and storm water Services (R'000)</b> |                       |                          |                           |                                      |                             |
|--------------------------------------------------------------------------------------|-----------------------|--------------------------|---------------------------|--------------------------------------|-----------------------------|
| <b>Capital Projects</b>                                                              | <b>2018/19</b>        |                          |                           |                                      |                             |
|                                                                                      | <b>Budget</b>         | <b>Adjustment budget</b> | <b>Actual Expenditure</b> | <b>Variance from original budget</b> | <b>Total Project value*</b> |
| Moruji to Matswi/<br>Kheshokolwe<br>Upgrading of Road<br>from Gravel to Tar          | R28,307,882.6<br>7    | R28,307,882.6<br>7       | R28,307,882.6<br>7        | R0                                   | R127,904,235.0<br>0         |
| Lenyenye Taxi Rank                                                                   | R6,478,422.00         | R2,778,422.00            | R1,678,268.55             | R4,800,153.4<br>5                    | R15,998,322.6<br>4          |
| Upgrading of Mulati<br>Access Road                                                   | R7,944 398.55         | R9,332,414.32            | R8,468,417.69             | R524,019.00                          | R37,224,193.2<br>9          |
| Upgrading of<br>Khujwana to<br>Lenyenye Access<br>Road from Gravel to<br>Tar         | R11,388,015.7         | R11,388,015.7<br>7       | R14,721,469.3<br>5        | R3,333,453.6<br>5                    | R35,942,728.0<br>8          |
| Upgrading of<br>Mbambamencisi<br>Access Road                                         | R8,768,065.01         | R8,100,000               | R6,163,309.84             | R2,604,755.1<br>7                    | R8,768,065.01               |
| Mawa Low Level<br>bridge                                                             | R3, 100,234.0<br>0    | R1,100,234.00            | R623,318.07               | R2,476,915.9<br>3                    | R3,100,233.97               |
| Mopye High School<br>Access Road                                                     | R8,500,000.00         | R6,613,000.00            | R3,350,214.07             | R5,149,785.9<br>3                    | R13,600,000                 |
| Nelson Ramodike<br>High School Access<br>Road                                        | R3,000,000.00         | R3,500,000.00            | R3,213,290.71             | R213.290.71                          | R32,679,999.9<br>9          |
| Upgrading of Codesa<br>Street to Hani Street                                         | R10,212,232.0<br>0    | R6,212,232.00            | R8,488,772.96             | R1,723,459.0<br>4                    | R13,211,323                 |
| Upgrading of Relela<br>Access Road                                                   | R1,887,000.00         | R3,887,000.00            | R2,471,141.93             | R584,141.93                          | R24,189,304.7<br>2          |
| Upgrading of Matapa<br>to Leseka Access<br>Road                                      | R0                    | R7,180,049.24            | R3,162,875.22             | R3,162,875.2<br>2                    | R46,559,706.3<br>9          |
| <b>Total</b>                                                                         | <b>R86,796,249.93</b> | <b>R88,399,250.00</b>    | <b>R80,648,961.06</b>     |                                      |                             |

| <b>Table 52: Capital Expenditure 2018/19: Roads and storm water Services (R'000)</b> |                |                          |                           |                                      |                             |
|--------------------------------------------------------------------------------------|----------------|--------------------------|---------------------------|--------------------------------------|-----------------------------|
| <b>Capital Projects</b>                                                              | <b>2018/19</b> |                          |                           |                                      |                             |
|                                                                                      | <b>Budget</b>  | <b>Adjustment budget</b> | <b>Actual Expenditure</b> | <b>Variance from original budget</b> | <b>Total Project value*</b> |

\* Including past and future expenditure as planned for the next 3 years

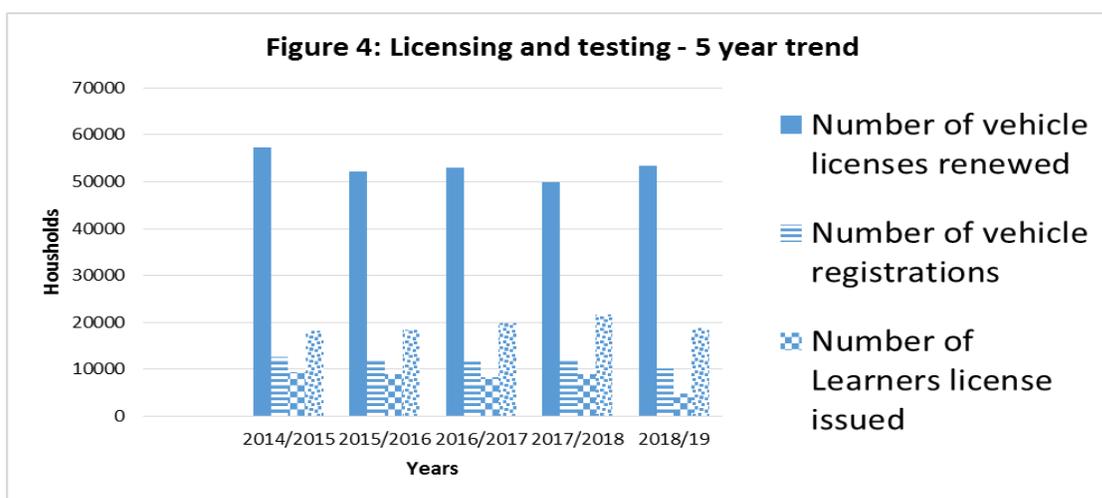
### 3.8 LICENSING

Greater Tzaneen Municipality has two GTM Testing Stations. The Tzaneen Testing Station is a Grade A while the Nkowankowa station is Grade B. At these testing stations applications for learner and driver licenses are tested and processed. These office also assist with the renewal of driver licenses and the applications for professional driving permits. The licensing offices at the Civic Centre in Tzaneen processes registration and renewal of vehicle licenses.

| <b>Table 53: Licensing and Testing services 2014/16 - 2018/19</b> |                                           |                                        |                                          |                                          |
|-------------------------------------------------------------------|-------------------------------------------|----------------------------------------|------------------------------------------|------------------------------------------|
| <b>Year</b>                                                       | <b>Number of vehicle licenses renewed</b> | <b>Number of vehicle registrations</b> | <b>Number of Learners license issued</b> | <b>Number of Driver's license issued</b> |
| 2014/2015                                                         | 57246                                     | 12542                                  | 9302                                     | 18097                                    |
| 2015/2016                                                         | 52147                                     | 11718                                  | 8934                                     | 18384                                    |
| 2016/2017                                                         | 53022                                     | 11536                                  | 8412                                     | 19748                                    |
| 2017/2018                                                         | 49870                                     | 12169                                  | 8992                                     | 21748                                    |
| 2018/2019                                                         | 53387                                     | 10265                                  | 4805                                     | 18750                                    |

As can be seen from **Table 53** the number of transactions declined after Nkowankowa DLTC was closed for fraud and corruption. Only when the office was opened in January 2018, services started to return to normal. However, Road Traffic Management Corporation (RTMC) also introduced the new National electronic learner's licenses system in Tzaneen DLTC from January 2019. This also reduced the pass rate to about 50% and applicants choose to go to other station where they still use the older system.

| Table 54: Employees - Licensing and Testing Services |             |                  |              |             |                  |              |
|------------------------------------------------------|-------------|------------------|--------------|-------------|------------------|--------------|
| Job level                                            | 2017/18     |                  |              | 2018/19     |                  |              |
|                                                      | No of Posts | Positions Filled | Vacancy rate | No of Posts | Positions Filled | Vacancy rate |
| Level 0-3                                            | 1           | 1                | 0%           | 1           | 1                | 0%           |
| Level 4-6                                            | 23          | 9                | 60%          | 23          | 6                | 73.91%       |
| Level 7-9                                            | 25          | 12               | 52%          | 25          | 15               | 40%          |
| Level 10-15                                          | 6           | 3                | 50%          | 6           | 3                | 50%          |
| Level 16-17                                          | 7           | 2                | 71%          | 7           | 2                | 71.42%       |
| <b>Total</b>                                         | <b>62</b>   | <b>27</b>        | <b>56%</b>   | <b>62</b>   | <b>27</b>        | <b>56%</b>   |



| Table 55: Financial Performance 2018/19: Licensing and Testing Services (R'000) |                |               |                   |               |                |
|---------------------------------------------------------------------------------|----------------|---------------|-------------------|---------------|----------------|
| Detail                                                                          | 2017/18        |               |                   |               |                |
|                                                                                 | Actual         | Budgeted      | Adjustment Budget | Actual        | Variance       |
| <b>Total Operational Revenue (excluding tariffs)</b>                            | <b>14 700</b>  | <b>14,700</b> | <b>51,185</b>     | <b>51,185</b> | <b>15,026</b>  |
| Expenditure:                                                                    |                |               |                   |               |                |
| Employees                                                                       | 16 900         | 16,900        | 20,076            | 20,076        | 18,048         |
| Repairs & Maintenance                                                           |                |               | 18                | 18            | 5              |
| Other                                                                           | 692            | 692           | 22,474            | 22,474        | 810            |
| <b>Total Operational Expenditure</b>                                            | <b>17 592</b>  | <b>17,592</b> | <b>42,568</b>     | <b>42,568</b> | <b>18,864</b>  |
| <b>Net Operational (Service) Expenditure</b>                                    | <b>(2 892)</b> | <b>-2,892</b> | <b>8,617</b>      | <b>8,617</b>  | <b>(3,838)</b> |

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**Table 56: Licensing Service Delivery targets for 2018/19 as contained in the SDBIP**

| Ref  | Municipal KPA    | Strategic Objective                                   | Programme                      | KPI                                                                                                     | Unit of Measurement | Baseline        | Annual Target | Year-To-Date As At June 2019 |        |   |                      |                                                                                                                                          |
|------|------------------|-------------------------------------------------------|--------------------------------|---------------------------------------------------------------------------------------------------------|---------------------|-----------------|---------------|------------------------------|--------|---|----------------------|------------------------------------------------------------------------------------------------------------------------------------------|
|      |                  |                                                       |                                |                                                                                                         |                     |                 |               | Target                       | Actual | R | Reason for deviation | Corrective Measures                                                                                                                      |
| D151 | Service Delivery | Improve access to sustainable and affordable services | Licensing and Testing services | # of compliance assessments on the conditions as set out in the SLA with Dept. of Transport (RA & DLTC) | Number              | New measurement | 12            | 12                           | 12     | G | No deviation         | Potholes that was fixed in previous months needs to be repaired again especially on the route of Tzaneen and Nkowankowa testing stations |

### COMPONENT C: PLANNING AND DEVELOPMENT

#### 3.9 TOWN PLANNING

The build environment took a dramatic change since inception of the Spatial Planning and Land Use Management Act, 2013, abbreviated as “SPLUMA”. The said legislation turned around the development fraternity by enforcing the Constitutional Right of Local Government in all matters relating to Spatial Planning.

The legislation requires that Local Government be the only Organ of State dealing with all Town Planning approvals, hence the establishment of Municipal Planning Tribunals, as well as Appeal Tribunals. Furthermore that the Spatial Development Frameworks becomes primary Policies of Land Development. Based on the above, GTM has to a greater extent complied with the provisions of this legislation by establishing a Tribunal and also took strides to establish an Appeal Tribunal.

Furthermore GTM has reviewed it’s SDF in terms of SPLUMA and promulgated it’s by By Laws. The Tribunal convene on a monthly basis to consider development applications, including applications from Rural or Traditional Areas. The Municipality is also currently engaged with the establishment and formulation of a Land Use Scheme, as prescribed in SPLUMA. There are currently no backlog applications in the Municipality and all Rural /Traditional Authority applications are attended to in terms of the prescribed turnaround time. Although the Municipality has not yet finalised the appointment of the Appeal Tribunal, there has not been any appeal of the decisions so far taken by both the tribunal and authorised official.

The Land Use Scheme project will unfortunately have to be re-advertise given the fall out that the Municipality had with the current Service Provider. The matter must be given urgent attention based on the fact that 2020 is the last year that the Precedency has afforded all Municipalities to comply with the provision of SPLUMA`s directive that within five years with effect from 2015 that all Municipalities must have formulated border to border Land Use Scheme.

| <b>Table 57: Employees - Town Planning services</b> |                         |                         |                     |                    |                         |                     |
|-----------------------------------------------------|-------------------------|-------------------------|---------------------|--------------------|-------------------------|---------------------|
| <b>Job level</b>                                    | <b>2017/18</b>          |                         |                     | <b>2018/19</b>     |                         |                     |
|                                                     | <b>Positions Filled</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> |
| Level 0-3                                           | 1                       | 1                       | 0%                  | 1                  | 1                       | 0%                  |
| Level 4-6                                           | 6                       | 3                       | 50%                 | 6                  | 3                       | 50%                 |
| Level 7-9                                           | 1                       | 1                       | 0%                  | 1                  |                         |                     |
| Level 10-15                                         | 0                       | 0                       | 0%                  |                    |                         |                     |
| Level 16-17                                         | 0                       | 0                       | 0%                  |                    |                         |                     |
| <b>Total</b>                                        | <b>8</b>                | <b>4</b>                | <b>50%</b>          | <b>8</b>           | <b>4</b>                | <b>50%</b>          |

The financial performance of the Town Planning Service is presented in **Table 2** below reflecting a slight under expenditure.

| <b>Table 58: Financial Performance 2018/19 Town Planning Services (R'000)</b> |                |                 |                          |                |                 |
|-------------------------------------------------------------------------------|----------------|-----------------|--------------------------|----------------|-----------------|
| <b>Detail</b>                                                                 | <b>2017/18</b> |                 |                          |                |                 |
|                                                                               | <b>Actual</b>  | <b>Budgeted</b> | <b>Adjustment Budget</b> | <b>Actual</b>  | <b>Variance</b> |
| <b>Total Operational Revenue</b>                                              | <b>221</b>     | <b>150</b>      | <b>150</b>               | <b>234</b>     | <b>(84)</b>     |
| Expenditure:                                                                  |                |                 |                          |                |                 |
| Employees                                                                     | 4,619          | 4,793           | 4,793                    | 4,309          | <b>484</b>      |
| Repairs & Maintenance                                                         |                |                 |                          |                |                 |
| Other                                                                         | 681            | 1,889           | 1,779                    | 716            | <b>1,064</b>    |
| <b>Total Operational Expenditure</b>                                          | <b>5,299</b>   | <b>6,683</b>    | <b>6,573</b>             | <b>5,025</b>   | <b>1,548</b>    |
| <b>Net Operational (Service) Expenditure</b>                                  | <b>-5,078</b>  | <b>(6,533)</b>  | <b>(6,423)</b>           | <b>(4,792)</b> | <b>(1,631)</b>  |

From **Table 58** it is clear that during 18/19 there was a very insignificant number of Development Applications, compared to 2017/18. Therefore it may be deduced that the Revised SDF 2017-2022 and the well functioning Greater Tzaneen Municipal Planning Tribunal had an impact evident from the number of applications received and finalised within the prescribed turn around time.

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| Table 59: Applications for Land use Development 2014/15 - 2017/18 |                            |         |         |         |          |         |         |         |                   |         |         |         |
|-------------------------------------------------------------------|----------------------------|---------|---------|---------|----------|---------|---------|---------|-------------------|---------|---------|---------|
|                                                                   | Formalisation of Townships |         |         |         | Rezoning |         |         |         | Built Environment |         |         |         |
|                                                                   | 2015/16                    | 2016/17 | 2017/18 | 2018/19 | 2015/16  | 2016/17 | 2017/18 | 2018/19 | 2015/16           | 2016/17 | 2017/18 | 2018/19 |
| Planning application received                                     | 0                          | 1       | 1       | 1       | 18       | 29      | 20      | 29      | 572               | 502     | 628     | 482     |
| Determination made in year of receipt                             | 1                          | 1       | 0       | 1       | 10       | 8       | 16      | 20      | 572               | 502     | 628     | 482     |
| Determination made in following year                              | 1                          | 3       | 1       | 0       | 6        | 16      | 4       | 6       | 0                 | 0       | 0       | 0       |
| Applications withdrawn                                            | 0                          | 0       | 0       | 0       | 3        | 1       | 1       | 1       | 0                 | 0       | 0       | 0       |
| Applications outstanding at year end                              | 1                          | 1       | 0       | 0       | 7        | 16      | 4       | 3       | 0                 | 0       | 0       | 0       |

## 3.10 LAND MANAGEMENT

No new Land was purchased for 2018/19 Financial year. The progress is still the same.

| JOB LEVEL    | 2017/18     |                  |              | 2018/19     |                  |              |
|--------------|-------------|------------------|--------------|-------------|------------------|--------------|
|              | No of posts | Positions filled | Vacancy rate | No of posts | Positions filled | Vacancy rate |
| Level 0-3    | 1           | 1                | 0%           | 1           | 1                | 0%           |
| Level 4-6    | 4           | 3                | 25%          | 5           | 3                | 40%          |
| Level 7-9    | 5           | 2                | 60%          | 5           | 2                | 60%          |
| Level 10-15  | 2           | 1                | 50%          | 1           | 1                | 0%           |
| Level 16-17  | 0           | 0                | 0%           |             |                  |              |
| <b>Total</b> | <b>11</b>   | <b>7</b>         | <b>36%</b>   | <b>12</b>   | <b>7</b>         | <b>58%</b>   |

| Detail                                               | 2017/18       | 2018/19        |                   |                 |                |
|------------------------------------------------------|---------------|----------------|-------------------|-----------------|----------------|
|                                                      | Actual        | Budgeted       | Adjustment Budget | Actual          | Variance       |
| <b>Total Operational Revenue (excluding tariffs)</b> | <b>10,444</b> |                |                   |                 | <b>0</b>       |
| Expenditure:                                         |               |                |                   |                 | <b>0</b>       |
| Employees                                            | 5,303         | 5,593          | 5,593             | 5,605           | <b>(12)</b>    |
| Repairs & Maintenance                                |               | 30             | 30                |                 |                |
| Other                                                | 3,498         | 1,235          | 1,207             | 4,945           | <b>(3,739)</b> |
| <b>Total Operational Expenditure</b>                 | <b>8,801</b>  | <b>6,858</b>   | <b>6,830</b>      | <b>10,551</b>   | <b>(3,721)</b> |
| <b>Net Operational (Service) Expenditure</b>         | <b>1,644</b>  | <b>(6,858)</b> | <b>(6,830)</b>    | <b>(10,551)</b> | <b>3,721</b>   |

Progress with the development of identified areas are presented below in **Table 65**.

| Portion                 | Developer | Year appointed | Progress (Activities completed during 18/19) by 30 June '19 | Challenges                                  |
|-------------------------|-----------|----------------|-------------------------------------------------------------|---------------------------------------------|
| Dan and Dan Extension 1 | Dewcon    | 2006           | Phase 2 completed, they are busy with the pegging of        | The owner of brickyard refuses to relocate. |

| <b>Table 62: Land Developments 2018/19</b> |                  |                       |                                                                    |                                         |
|--------------------------------------------|------------------|-----------------------|--------------------------------------------------------------------|-----------------------------------------|
| <b>Portion</b>                             | <b>Developer</b> | <b>Year appointed</b> | <b>Progress (Activities completed during 18/19) by 30 June '19</b> | <b>Challenges</b>                       |
| (number of Erven Dan 98 and Dan 1 227)     |                  |                       | Phase 3                                                            | Approval of the main entrance by SANRAL |
| Tzaneen Extension 60 (60 Erven)            | Solidarity       | 2006                  | Busy with the installation of services (water & sewer).            | None                                    |
| Tzaneen Extension 78 (957 Erven )          | Ngoma Trading    | 2006                  | Two (2) show houses are almost completed.                          | Sewer connection (pump still pending)   |
| Tzaneen Extension 53 (94 Even)             | Phadima          | 2006                  | None                                                               | Court Case still pending                |
| Tzaneen Extension 13 (240 Erven)           | Phethego         | 2006                  | Project completed                                                  | Paving of internal road                 |

The capital expenditure for Land Management is presented in **Table 67** below;

| <b>Table 63: Capital Expenditure 2018/19: Land Management (R'000)</b> |                |                          |                           |                                      |                             |
|-----------------------------------------------------------------------|----------------|--------------------------|---------------------------|--------------------------------------|-----------------------------|
| <b>Capital Projects</b>                                               | <b>2018/19</b> |                          |                           |                                      |                             |
|                                                                       | <b>Budget</b>  | <b>Adjustment budget</b> | <b>Actual Expenditure</b> | <b>Variance from original budget</b> | <b>Total Project value*</b> |
| <None>                                                                |                |                          |                           |                                      |                             |
| <b>Total</b>                                                          |                |                          |                           |                                      |                             |
| * Including past and future expenditure as planned                    |                |                          |                           |                                      |                             |

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**Table 64** presents all the key deliverables for Land Management included in the 2018/19 SDBIP.

| Table 64: Service Delivery targets for Land Management & Town Planning as contained in the SDBIP for 2018/19 |                 |                                            |                                 |                                             |                                                                                                                                                                                                                          |                 |               |                              |        |   |                                                                                                                                                                                                             |                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------|-----------------|--------------------------------------------|---------------------------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------|------------------------------|--------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ref                                                                                                          | Municipal KPA   | Strategic Objective                        | Programme                       | KPI                                         | Unit of Measurement                                                                                                                                                                                                      | Baseline        | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                                                                                                             |                                                                                                                                                                    |
|                                                                                                              |                 |                                            |                                 |                                             |                                                                                                                                                                                                                          |                 |               | Target                       | Actual | R | Reason for deviation                                                                                                                                                                                        | Corrective Measures                                                                                                                                                |
| D259                                                                                                         | Economic Growth | Enhanced Integrated developmental planning | Integrated Development Planning | # of SPLUMA tribunal sittings               | Number                                                                                                                                                                                                                   | New measurement | 4             | 4                            | 9      | B | There were no items to be considered in June by the MPT                                                                                                                                                     | Consider the items                                                                                                                                                 |
| D261                                                                                                         | Economic Growth | Enhanced Integrated developmental planning | Spatial Development             | Formulation of land use scheme for GTM area | Q1: Appointment of a service provider. (10%),<br>Q2: Status quo report available (50%)<br>Q3: Formulation of a land use scheme in progress (75%)<br>Q4: Draft Land use scheme for GTM area available (100%)              | New Project     | 100%          | 100%                         | 10%    | R | Service provider could not meet the standard requirement of the land use scheme.<br><br>Service provider missed several deadlines, contract expires in 8 weeks and only 10 percent of the work done so far. | The service provider to deal with corrections as requested. Meeting held with the service provider to correct the documents. but still failed to meet requirement. |
| D262                                                                                                         | Economic Growth | Enhanced Integrated developmental planning | Spatial Development             | Land audit for GTM area                     | Q1: Specifications and advert for service provider (10%)<br>Q2: Appointment of service provider finalised (20%)<br>Q3: Data collection and status report available (60%)<br>Q4: Draft Land Audit Report available (100%) | New Project     | 100%          | 100%                         | 100%   | G | final report should be ready in August                                                                                                                                                                      | none                                                                                                                                                               |

3.11 LOCAL ECONOMIC DEVELOPMENT

The progress made with the implementation of LED strategies during 2018/19 are as follows:

- 3 projects has been identified with business plan
- Limpopo Economic Development Agency has been approached to assist with packaging for investment opportunities
- The LED Strategy has been placed in the municipal website

The main challenges with regard to LED initiatives are:

- Lack of funding to implement the projects as identified in the LED Strategy
- Lack of capacity building for the LED unit
- No formal marketing plan exists for the municipal area
- Lack of an Incentive Policy

The Municipality established the partnerships presented in **Table 65**, to assist with local economic development.

| <b>Stakeholder</b>                          | <b>Type of relationship</b>                                                                                                    |
|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| Greater Tzaneen Economic Development Agency | Attract investment into the GTM                                                                                                |
| Local Economic Development (LED) Forum      | Bridging the communication gap and obtaining a common understanding between the local municipality and the community at large. |
| Business Chambers                           | Mobilisation of financial resources                                                                                            |
| Government Department                       | Co-funding                                                                                                                     |
| Government Agencies, i.e. Seda, LEDA        | Business plan and marketing                                                                                                    |

**Expanded Public Works Programme**

The 2018/19 EPWP Incentive Grant allocation was R 5 510 000 and GTM co-funded an amount of R3 500 000.00. **Table 66** below, depicts job creation achievements.

| <b>Table 66: Jobs creation through EPWP projects</b> |                           |              |                      |                                                  |
|------------------------------------------------------|---------------------------|--------------|----------------------|--------------------------------------------------|
| <b>Year</b>                                          | <b>Work opportunities</b> | <b>FTE,s</b> | <b>Beneficiaries</b> | <b>Percentage performance per financial year</b> |
| 2014/2015                                            | 803                       | 282          | 629                  | 78.3%                                            |
| 2015/2016                                            | 712                       | 232          | 892                  | 125%                                             |
| 2016/2017                                            | 860                       | 282          | 1025                 | 119%                                             |
| 2017/2018                                            | 1084                      | 351          | 986                  | 90.96%                                           |
| 2018/19                                              | 1425                      | 498          | 1188                 | 83.36%                                           |

The EPWP beneficiaries were registered for activities which involved the construction of tar roads, general maintenance, electrification of households and rural and urban waste collection projects. The community now have access road, electricity and living in a healthy and clean environment.

#### **Greater Tzaneen Economic Development Agency (GTEDA)**

The 2018/19 Annual Report for the Greater Tzaneen Economic Development Agency is herewith attached as **Annexure D**. The 2018/19 Audit Opinion for GTEDA can be found as a part of the GTEDA Annual Report.

## Chapter 3

| Ref  | Municipal KPA   | Strategic Objective                     | Programme                             | KPI                                                                            | Unit of Measurement                                                                                                                                                                                                                                     | Baseline | Annual Target | Year-To-Date As At June 2019 |        |    |                                                                                                     |                                                           |
|------|-----------------|-----------------------------------------|---------------------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------|------------------------------|--------|----|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
|      |                 |                                         |                                       |                                                                                |                                                                                                                                                                                                                                                         |          |               | Target                       | Actual | R  | Reason for deviation                                                                                | Corrective Measures                                       |
| D221 | Economic Growth | Increased investment in the GTM economy | Expanded Public Works                 | # of jobs created through municipal EPWP initiatives (FTE)                     | Number                                                                                                                                                                                                                                                  | 986      | 1,084         | 1,084                        | 1,188  | G2 | Annual target met. Most of the beneficiaries commenced work in the beginning of the financial year. | Not required. Annual target met                           |
| D265 | Economic Growth | Increased investment in the GTM economy | Marketing and Investor Targeting      | # of Agricultural Expos held                                                   | Number                                                                                                                                                                                                                                                  | 1        | 1             | 1                            | 1      | G  |                                                                                                     |                                                           |
| D266 | Economic Growth | Increased investment in the GTM economy | Marketing and Investor Targeting      | # of jobs created through municipal LED initiatives including Capital Projects | Number                                                                                                                                                                                                                                                  | 2663     | 2,400         | 2,400                        | 1,188  | R  | Expected number of jobs were not created due budget constrain.                                      | More Jobs to be created through municipal LED initiatives |
| D270 | Economic Growth | Increased investment in the GTM economy | SMME support                          | # of meetings held with informal traders                                       | Number                                                                                                                                                                                                                                                  | 4        | 4             | 4                            | 7      | B  | No Reason for Deviation                                                                             | No Corrective Measures                                    |
| D271 | Economic Growth | Increased investment in the GTM economy | SMME support                          | # of Local Tourism Association Meetings                                        | Number                                                                                                                                                                                                                                                  | 4        | 4             | 4                            | 7      | B  | No Reason for Deviation                                                                             | No Corrective Measures                                    |
| D272 | Economic Growth | Increased investment in the GTM economy | Tourism                               | # of Tourism SMMEs exposed to the market                                       | Number                                                                                                                                                                                                                                                  | 34       | 50            | 50                           | 365    | B  | No Reason Deviation                                                                                 | No Corrective Measures                                    |
| D275 | Economic Growth | Increased investment in the GTM economy | Enterprise Development (SMME support) | Nkowankowa Industrial Park                                                     | Q1: Facilitate and monitor the utilisation of local labour and SMME's in the renovation of the factories (50%)<br>Q2: Facilitate and monitor the utilisation of local labour and SMME's in the renovation of the factories (100%)<br>Q3: n/a<br>Q4: n/a | 100%     | 100%          | 100%                         | 100%   | G  | The project has been concluded and handed over to LEDA                                              | None required                                             |

**Table 67: Targets for LED as contained in the SDBIP for 2018/19**

| Ref  | Municipal KPA   | Strategic Objective                     | Programme                             | KPI                                                 | Unit of Measurement                                                                                                                                                                                                                                                                                                                                                     | Baseline        | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                                                           |                                                                                                                        |
|------|-----------------|-----------------------------------------|---------------------------------------|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------|------------------------------|--------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
|      |                 |                                         |                                       |                                                     |                                                                                                                                                                                                                                                                                                                                                                         |                 |               | Target                       | Actual | R | Reason for deviation                                                                                                                                      | Corrective Measures                                                                                                    |
| D276 | Economic Growth | Increased investment in the GTM economy | Enterprise Development (SMME support) | Training of 50 SMMEs in generic business management | Q1: Facilitate training of SMMEs on Financial Management and Marketing (50%)<br>Q2: Facilitate training of SMMEs on Business Management and Business Plan development (100%)<br>Q3: n/a<br>Q4: n/a                                                                                                                                                                      | 96              | 100%          | 100%                         | 80%    | O | Total number of 51 SMMEs completed the New Venture Creation Training funded by Services SETA.                                                             | None required                                                                                                          |
| D277 | Economic Growth | Increased investment in the GTM economy | Enterprise Development (SMME support) | SMME Incubation                                     | Q1: Facilitate business management and marketing training for GTEDA HUB and GT Services Cooperatives (Village Bank) (25%)<br>Q2: Monitor performance of the GTEDA Hub and GT Services Cooperatives (50%)<br>Q3: Monitor performance of the GTEDA Hub and GT Services Cooperatives (75%)<br>Q4: Monitor performance of the GTEDA Hub and GT Services Cooperatives (100%) | New measurement | 100%          | 100%                         | 100%   | G | Training concluded. Business mentoring and administration support provided to GTEDA hub projects.                                                         | None required                                                                                                          |
| D278 | Economic Growth | Increased investment in the GTM economy | Enterprise Development (SMME support) | Community Radio station (GTFM)                      | Q1: Facilitate business management and marketing training for Community Radio station (25%)<br>Q2: Monitor performance of the Community Radio station (50%)<br>Q3: Monitor performance of the Community Radio station (75%)<br>Q4: Monitor performance of the Community Radio station (100%)                                                                            | New measurement | 100%          | 100%                         | 80%    | O | The Radio station KPIs were not achieved due to the closure of the station by ICASA. Operations were stopped for over 5 months which affected operations. | Engaged ICASA to renew the license. Temporary online licence was granted and station is currently broadcasting online. |

**Table 67: Targets for LED as contained in the SDBIP for 2018/19**

| Ref  | Municipal KPA   | Strategic Objective                     | Programme                             | KPI                                            | Unit of Measurement                                                                                                                                                                                                                                                                                                                                       | Baseline        | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                                                            |                                                                                                                                      |
|------|-----------------|-----------------------------------------|---------------------------------------|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------|------------------------------|--------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
|      |                 |                                         |                                       |                                                |                                                                                                                                                                                                                                                                                                                                                           |                 |               | Target                       | Actual | R | Reason for deviation                                                                                                                                       | Corrective Measures                                                                                                                  |
| D279 | Economic Growth | Increased investment in the GTM economy | Enterprise Development (SMME support) | Training and development (Cooperatives)        | Q1: Facilitate opportunity assessment for 20 cooperatives (10 new and 10 existing). Facilitate registration of 10 new cooperatives. Training on How to Access Financial Institutions (50%)<br>Q2: Training on Business and technical skills, Facilitation applications for discretionary grants, and Business plan development (100%)<br>Q3:n/a<br>Q4:n/a | New measurement | 100%          | 100%                         | 100%   | G | Training of 20 Co-operatives on New Venture Creation concluded. 184 members of co-operatives submitted their POEs.                                         | None required                                                                                                                        |
| D280 | Economic Growth | Increased investment in the GTM economy | Enterprise Development (SMME support) | Training and development (Unemployed learners) | Q1: Induction of learners. Training on Business communications, Professional behaviour, Financing new venture (50%)<br>Q2: Training on Innovation and Creativity, Managing resources and marketing management (100%)<br>Q3: n/a<br>Q4:n/a                                                                                                                 | New measurement | 100%          | 100%                         | 30%    | R | 100 Learners recruited and inducted. 100 learner enrolments submitted to Services SETA. Project put on hold by Services SETA citing budgetary constraints. | GTEDA engaged Services SETA and was informally told that the project will be rolled over to 2019/20 financial year funds permitting. |
| D281 | Economic Growth | Increased investment in the GTM economy | Enterprise Development (SMME support) | Makgoba Dieplaagte                             | Q1: Conclude MOU with stakeholders (10%)<br>Q2: Identified SMMEs to be trained (25%)<br>Q3: Participate in project steering committee, training of SMME's completed (60%)<br>Q4: Participate in project steering committee (100%)                                                                                                                         | New measurement | 100%          | 100%                         | 50%    | R | Project failed to take off ground as per plan due to challenges beyond GTEDAs control, an agreement was signed between ZZ2 and Makgoba Asset Management.   | GTEDA engaged ZZ2 but no agreement has been reached yet.                                                                             |
| D282 | Economic Growth | Increased investment in the GTM economy | Enterprise Development (SMME support) | Lenyenyve Vexospark (Training centre)          | Q1: Physical construction at 50% (50%)<br>Q2: Physical construction at 100% (80%)<br>Q3: Official launch of the project (90%)<br>Q4: Official launch of the project (90%)                                                                                                                                                                                 | New measurement | 100%          | 100%                         | 80%    | O | Project launch happened outside the financial year under review.                                                                                           | Project launch scheduled for 2019/20 financial year.                                                                                 |

**Table 67: Targets for LED as contained in the SDBIP for 2018/19**

| Ref  | Municipal KPA   | Strategic Objective                     | Programme                             | KPI                                              | Unit of Measurement                                                                                                                                                                                                                                                                                               | Baseline        | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                                      |                                                                                                                   |
|------|-----------------|-----------------------------------------|---------------------------------------|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------|------------------------------|--------|---|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
|      |                 |                                         |                                       |                                                  |                                                                                                                                                                                                                                                                                                                   |                 |               | Target                       | Actual | R | Reason for deviation                                                                                                                 | Corrective Measures                                                                                               |
| D283 | Economic Growth | Increased investment in the GTM economy | Enterprise Development (SMME support) | Tourism promotion                                | Q1: Review of the Implementation plan (25%)<br>Q2: Monitor roll out of the implementation plan for Barotswi cultural village (50%)<br>Q3: Monitor roll out of the implementation plan for Barotswi cultural village (75%)<br>Q4: Monitor roll out of the implementation plan for Barotswi cultural village (100%) | New measurement | 100%          | 100%                         | 75%    | O | Application for funding not yet approved, hence project didn't achieve 100% (see technical description document)                     | More resources needed to finalize and operationalize the project, key stakeholders and funders are being engaged. |
| D285 | Economic Growth | Increased investment in the GTM economy | Enterprise Development (SMME support) | Entrepreneurship career guidance and mentorship  | Q1: Identification of schools to partake in the debate competition. Develop roll-out plan (25%)<br>Q2: Induction of participants (50%)<br>Q3: Conduct 18/19 schools entrepreneurship debate competition (75%)<br>Q4: 18/19 Award ceremonies conducted by 30 June (100%)                                           | New initiative  | 100%          | 100%                         | 90%    | O | Award ceremonies were delayed due to June/July exams.                                                                                | The debates awards ceremony and Career exhibition will take place on the 08 August 2019.                          |
| D286 | Economic Growth | Increased investment in the GTM economy | Enterprise Development (SMME support) | # of SMMEs capacitated through GTEDA             | Number                                                                                                                                                                                                                                                                                                            | 96              | 35            | 35                           | 82     | B | 51 SMMEs trained together with 20 Co-operatives on a Services SETA funded project on New Venture Creation.                           | None required                                                                                                     |
| D287 | Economic Growth | Increased investment in the GTM economy | Marketing and Investor Targeting      | # of committed investors attracted through GTEDA | Number                                                                                                                                                                                                                                                                                                            | 4               | 3             | 3                            | 3      | G | Rolled over project (Vexospark was reported in the previous financial year but implementation happened during the year under review) | None required                                                                                                     |
| D297 | Economic Growth | Increased investment in the GTM economy | Marketing and Investor Targeting      | # of LED forum meetings arranged                 | Number                                                                                                                                                                                                                                                                                                            | 4               | 4             | 4                            | 4      | G | No Reason for Deviation                                                                                                              | No Corrective Measures                                                                                            |

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| <b>Table 68: Employees - Local Economic Development services</b> |                    |                         |                     |                    |                         |                     |
|------------------------------------------------------------------|--------------------|-------------------------|---------------------|--------------------|-------------------------|---------------------|
| <b>Job level</b>                                                 | <b>2017/18</b>     |                         |                     | <b>2018/19</b>     |                         |                     |
|                                                                  | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> |
| Level 0-3                                                        | 1                  | 1                       | 0%                  | 1                  | 1                       | 0%                  |
| Level 4-6                                                        | 2                  | 1                       | 50%                 | 2                  | 1                       | 50%                 |
| Level 7-9                                                        | 3                  | 2                       | 33%                 | 3                  | 2                       | 33%                 |
| Level 10-15                                                      | 2                  | 1                       | 50%                 | 2                  | 1                       | 50%                 |
| Level 16-17                                                      | 0                  | 0                       | 0%                  |                    |                         |                     |
| <b>Total</b>                                                     | <b>8</b>           | <b>5</b>                | <b>50%</b>          | <b>8</b>           | <b>5</b>                | <b>37.50%</b>       |

The expenditure for LED is presented below in **Table 69**, reflecting a slight under expenditure.

| <b>Table 69: Financial Performance 2018/19: Local Economic Development Services (R'000)</b> |                  |                 |                          |                 |                 |
|---------------------------------------------------------------------------------------------|------------------|-----------------|--------------------------|-----------------|-----------------|
| <b>Detail</b>                                                                               | <b>2017/2018</b> | <b>2018/19</b>  |                          |                 |                 |
|                                                                                             | <b>Actual</b>    | <b>Budgeted</b> | <b>Adjustment Budget</b> | <b>Actual</b>   | <b>Variance</b> |
| <b>Total Operational Revenue (excluding tariffs)</b>                                        |                  | <b>414</b>      | <b>414</b>               |                 | <b>414</b>      |
| Expenditure:                                                                                |                  |                 |                          |                 |                 |
| Employees                                                                                   | 4,554            | 5,207           | 5,207                    | 3,992           | <b>1,215</b>    |
| Repairs & Maintenance                                                                       |                  | 106             | 106                      |                 | <b>106</b>      |
| Other                                                                                       | 8,702            | 9,429           | 9,409                    | 8,777           | <b>633</b>      |
| <b>Total Operational Expenditure</b>                                                        | <b>13,256</b>    | <b>14,742</b>   | <b>14,722</b>            | <b>12,769</b>   | <b>1,953</b>    |
| <b>Net Operational (Service) Expenditure</b>                                                | <b>-13,256</b>   | <b>(14,329)</b> | <b>(14,309)</b>          | <b>(12,769)</b> | <b>(1,540)</b>  |

## COMPONENT D: COMMUNITY & SOCIAL SERVICES

This component includes: libraries and archives; museums arts and galleries; community halls; cemeteries and crematoria; child care; aged care; social programmes, theatres.

### 3.12 LIBRARIES; MUSEUM; COMMUNITY FACILITIES

#### LIBRARIES

Library Services is the joint responsibility of Municipal authorities and the Dept. of Sport, Arts and Culture. The Greater Tzaneen Municipality runs quality library services in the following towns and villages: Tzaneen (Main library) and branch libraries at Haenertsburg; Letsitele; Shiluvane and Mulati. A state-of-the-art library at Runnymede, built through the Department of Sport, Arts and Culture, is under construction, and expected to open in September 2020. The Rand Water Foundation promised to donate a library at Motupa.

The libraries offer full library services, including: Access to balanced book collections; Lending services; Information services, with the emphasis on school project help; User education; Assistance with online applications for tertiary placement, bursaries and jobs; Holiday programmes and book-related arts and craft events, including reading competitions; Safe, quiet and comfortable room to study; Free public access to the Internet and free Wi-Fi. The GTM libraries are highly utilized: In 2018/2019 library user statistics totaled 129,730. On World Literacy Day, 8 September 2018, local and international storytellers entertained children and adults alike at the Mulati Library. This event was arranged in partnership with UNISA. The figures in **Table 70** represent the number of posts for all GTM libraries.

| Job level | 2017/18     |             |             | 2018/19     |                  |              |
|-----------|-------------|-------------|-------------|-------------|------------------|--------------|
|           | No of Posts | No of Posts | No of Posts | No of Posts | Positions Filled | Vacancy rate |
| Level 0-3 | 1           | 1           | 0%          | 1           | 1                | 0%           |
| Level 4-6 | 2           | 0           | 100%        | 2           | 0                | 100%         |

| Table 70: Employees – Libraries |             |             |             |             |                  |              |
|---------------------------------|-------------|-------------|-------------|-------------|------------------|--------------|
| Job level                       | 2017/18     |             |             | 2018/19     |                  |              |
|                                 | No of Posts | No of Posts | No of Posts | No of Posts | Positions Filled | Vacancy rate |
| Level 7-9                       | 28          | 14          | 50%         | 25          | 13               | 48%          |
| Level 10-15                     | 0           | 0           | 0%          |             |                  |              |
| Level 16-17                     | 0           | 0           | 0%          |             |                  |              |
| <b>Total</b>                    | <b>31</b>   | <b>15</b>   | <b>52%</b>  | <b>28</b>   | <b>14</b>        | <b>50%</b>   |

| Table 71: Financial Performance: Libraries (R'000)   |                |                |                   |                |              |
|------------------------------------------------------|----------------|----------------|-------------------|----------------|--------------|
| Detail                                               | 2017/18        | 2018/19        |                   |                |              |
|                                                      | Actual         | Budgeted       | Adjustment Budget | Actual         | Variance     |
| <b>Total Operational Revenue (excluding tariffs)</b> | <b>46</b>      | <b>66</b>      | <b>66</b>         | <b>38</b>      | <b>28</b>    |
| Expenditure:                                         |                |                |                   |                |              |
| Employees                                            | 8,562          | 8,782          | 8,782             | 8,689          | <b>93</b>    |
| Repairs & Maintenance                                | 1              | 13             | 13                |                | <b>13</b>    |
| Other                                                | 303            | 562            | 562               | 292            | <b>270</b>   |
| <b>Total Operational Expenditure</b>                 | <b>8,866</b>   | <b>9,357</b>   | <b>9,357</b>      | <b>8,981</b>   | <b>376</b>   |
| <b>Net Operational (Service) Expenditure</b>         | <b>(8,820)</b> | <b>(9,292)</b> | <b>(9,292)</b>    | <b>(8,943)</b> | <b>(349)</b> |

**MUSEUM:** The museum is managed by a private curator since the municipality only owns the building but the artefacts are privately owned. GTM pays an annual grant to the curator, provided that the curator provides the municipality with an audited financial statement. Many visitors from different countries and school kids visit the museum.

**OTHER COMMUNITY FACILITIES:** The GTM mandate is to provide community facilities, herein GTM provides community halls and sports facilities in needy communities. The main challenge is that, although funding can be secured to build more sport facilities, community halls and libraries there is insufficient operational funds and personnel, to operate and maintain these facilities.

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**Table 72: Library and Parks Service Delivery Targets as set out in the SDBIP for 2018/19**

| Ref  | Municipal KPA                                                       | Strategic Objective                                                 | Programme                                        | KPI                                                                         | Unit of Measurement                                                                                                                                                                                                                                                                                                                                                                  | Baseline    | Annual Target | Year-To-Date As At June 2019 |    |                                                                                                                                                                          |                     |
|------|---------------------------------------------------------------------|---------------------------------------------------------------------|--------------------------------------------------|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|------------------------------|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
|      |                                                                     |                                                                     |                                                  |                                                                             |                                                                                                                                                                                                                                                                                                                                                                                      |             |               | Actual                       | R  | Reason for deviation                                                                                                                                                     | Corrective Measures |
| D135 | Service Delivery                                                    | Enhance sustainable environmental management and social development | Library Services                                 | # of library users                                                          | Number                                                                                                                                                                                                                                                                                                                                                                               | 26,599      | 96,200        | 129,730                      | G2 | During June 2019, the GTM libraries were used by 9524 patrons. 4245 Books were lent out, 3 special events were held and 1355 vouchers were issued for the free internet. | None required       |
| D139 | Enhance sustainable environmental management and social development | Service Delivery                                                    | Maintenance and upgrade of parks and open spaces | Greening Greater Tzaneen Municipality (tree planting)                       | Q1: Procurement of 100 trees completed (30%)<br>Q2: Planting of trees at schools and RDP (100%)<br>Q3: n/a<br>Q4: n/a                                                                                                                                                                                                                                                                | new project | 100%          | 100%                         | G  |                                                                                                                                                                          |                     |
| D152 | Improve access to sustainable and affordable services               | Service Delivery                                                    | Maintenance and upgrade of parks and open spaces | Procurement of Grasscutting machines for Nkowankowa, Lenyenyene and Tzaneen | Q1: Draft specifications and advertisement for appointment of service provider (10%)<br>Q2: Appointment of service provider finalised (20%)<br>Q3: Delivery of grasscutting machines (8 Heavy duty Bush cutters, 5 industrial brush cutters, 1 chainsaw industrial , 2 heavy-duty pole pruner, 1 industrial lawn mower, 4 industrial rotary lawn mowers) completed (100%)<br>Q4: N/A | New project | 100%          | 100%                         | G  |                                                                                                                                                                          |                     |

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Delays in the filling of vacancies result in the budget, allocated for personnel, being re-allocated elsewhere. As a result the Parks and Cemetery maintenance function is greatly understaffed.

**Table 73** represents the number of posts for Parks & Community Facility management.

| <b>Table 73: Employees – Parks &amp; Community Facilities</b> |                    |                         |                     |                    |                         |                     |
|---------------------------------------------------------------|--------------------|-------------------------|---------------------|--------------------|-------------------------|---------------------|
| <b>Job level</b>                                              | <b>2017/18</b>     |                         |                     | <b>2018/19</b>     |                         |                     |
|                                                               | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> |
| Level 0-3                                                     | 1                  | 1                       | 0%                  | 1                  | 1                       | 0%                  |
| Level 4-6                                                     | 4                  | 2                       | 50%                 | 4                  | 2                       | 50%                 |
| Level 7-9                                                     | 3                  | 3                       | 0%                  | 3                  | 3                       | 0%                  |
| Level 10-15                                                   | 14                 | 6                       | 57%                 | 14                 | 8                       | 42.85               |
| Level 16-17                                                   | 75                 | 52                      | 31%                 | 75                 | 50                      | 33.33               |
| <b>Total</b>                                                  | <b>97</b>          | <b>64</b>               | <b>34%</b>          | <b>97</b>          | <b>64</b>               | <b>34%</b>          |

The Greater Tzaneen municipality has 13 formal parks and a large areas of open space that needs to be maintained. Due to the high rainfall in the area regular grass cutting and bush clearing is required. The efficiency of the unit is however constrained by aged equipment.

| <b>Table 74: Financial Performance 2018/19: Parks, Sports and Community Facilities (R'000)</b> |                 |                 |                          |                 |                 |
|------------------------------------------------------------------------------------------------|-----------------|-----------------|--------------------------|-----------------|-----------------|
| <b>Detail</b>                                                                                  | <b>2017/18</b>  |                 | <b>Adjustment Budget</b> | <b>Actual</b>   | <b>Variance</b> |
|                                                                                                | <b>Actual</b>   | <b>Budgeted</b> |                          |                 |                 |
| <b>Total Operational Revenue (excluding tariffs)<sup>4</sup></b>                               | <b>149</b>      | <b>561</b>      | <b>561</b>               | <b>125</b>      | <b>436</b>      |
| Expenditure:                                                                                   |                 |                 |                          |                 |                 |
| Employees                                                                                      | 18,395          | 22,296          | 22,296                   | 18,536          | 3,760           |
| Repairs & Maintenance                                                                          | 1,068           | 1,226           | 1,226                    | 1,227           | (1)             |
| Other                                                                                          | 4,216           | 6,304           | 6,304                    | 3,253           | 3,051           |
| <b>Total Operational Expenditure</b>                                                           | <b>23,679</b>   | <b>29,826</b>   | <b>29,826</b>            | <b>23,016</b>   | <b>6,810</b>    |
| <b>Net Operational (Service) Expenditure</b>                                                   | <b>(23,530)</b> | <b>(29,265)</b> | <b>(29,265)</b>          | <b>(22,891)</b> | <b>(6,374)</b>  |

<sup>4</sup>Payments made are deposited into a general account and not ring-fenced for parks and community facilities

| <b>Table 75: Capital Expenditure 2018/19: Parks &amp; Community Facilities (R'000)</b> |                |                          |                           |                                      |                             |
|----------------------------------------------------------------------------------------|----------------|--------------------------|---------------------------|--------------------------------------|-----------------------------|
| <b>Capital Projects</b>                                                                | <b>2018/19</b> |                          |                           |                                      |                             |
|                                                                                        | <b>Budget</b>  | <b>Adjustment budget</b> | <b>Actual Expenditure</b> | <b>Variance from original budget</b> | <b>Total Project value*</b> |
| <none>                                                                                 |                |                          |                           |                                      |                             |
| <b>Total</b>                                                                           |                |                          |                           |                                      |                             |

### 3.13 CEMETERIES

The Constitution (Act 106 of 1996) grants the municipality the power to establish, develop and maintain cemeteries within its area of jurisdiction. There are 136 cemeteries in the GTM are of which only 8 are being maintained. The main challenge relates to insufficient funding to extend cemeteries that are full and to maintain cemeteries in villages. Cemeteries also do not have sufficient ablution facilities or fences.

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| Ref  | Strategic Objective                                         | Municipal KPA    | Programme           | KPI                        | Unit of Measurement | Baseline        | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                   |                                                                                                                                                     |
|------|-------------------------------------------------------------|------------------|---------------------|----------------------------|---------------------|-----------------|---------------|------------------------------|--------|---|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
|      |                                                             |                  |                     |                            |                     |                 |               | Target                       | Actual | R | Reason for deviation                                              | Corrective Measures                                                                                                                                 |
| D123 | Optimise and sustain infrastructure investment and services | Service Delivery | Cemetery Management | # of cemeteries maintained | Number              | New measurement | 8             | 8                            | 6.67   | 0 | Digging of graves, grass cutting & trees trimming, picking litter | Continue digging graves, continue with grass cutting when is needed and with trimming of trees when is needed, re opening of graves for 2nd burials |

| Capital Projects | 2018/19  |                   |                    |                               |                      |
|------------------|----------|-------------------|--------------------|-------------------------------|----------------------|
|                  | Budget   | Adjustment budget | Actual Expenditure | Variance from original budget | Total Project value* |
| <none>           |          |                   |                    |                               |                      |
| <b>Total</b>     | <b>0</b> | <b>0</b>          | <b>0</b>           | <b>0</b>                      | <b>0</b>             |

### 3.14 CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

The Old aged, children, Youth, and Disability (special programmes) function is located in the Office of the Mayor. During 2018/19 GTM assisted 68 students to register with institutions of higher learning. In partnership with NYDA we have managed to give youth beneficiaries 7 business vouchers, registered 20 pty companies, funded 10 co-operatives, facilitated 80 business registrations, trained 90 youths in various skills and 40 young people trained on job preparedness. **Disability**, we continue to do awareness and advocate for their rights, 13 disabled people from Tzaneen were trained through EDTP SETA on a computer programme (ATTI) and later placed in different government institutions, including within the municipality with a R2000 stipend, **Du Roi** farm has taken in 38 disabled people on plant production training with a R4280.00 stipend, COGHSTA Limpopo has taken in 6 disabled people for administration training R2200 stipend. **Children** are participating in both provincial and national children's parliament (children's rights) as the office we continue to support and advocate for their rights and benefits. **Older Persons**, healthy aged people and the protection of old people as one of the vulnerable groups, tops our agenda, **Golden games** 2019 for older persons were organized and coordinated by our office to promote healthy living.

| Job level    | 2017/18     |                  |              | 2018/19     |                  |              |
|--------------|-------------|------------------|--------------|-------------|------------------|--------------|
|              | No of Posts | Positions Filled | Vacancy rate | No of Posts | Positions Filled | Vacancy rate |
| Level 0-3    | 0           | 0                | 0%           |             |                  |              |
| Level 4-6    | 4           | 3                | 25%          | 4           | 3                | 25%          |
| Level 7-9    | 0           | 0                | 0%           |             |                  |              |
| Level 10-15  | 0           | 0                | 0%           |             |                  |              |
| Level 16-17  | 0           | 0                | 0%           |             |                  |              |
| <b>Total</b> | <b>4</b>    | <b>3</b>         | <b>25%</b>   | <b>4</b>    | <b>3</b>         | <b>25%</b>   |

| <b>Table 79: Financial Performance 2018/19: Youth, Gender, Disability &amp; Social programmes (R'000)</b> |                |                 |                              |               |                 |
|-----------------------------------------------------------------------------------------------------------|----------------|-----------------|------------------------------|---------------|-----------------|
| <b>Detail</b>                                                                                             | <b>2017/18</b> | <b>2018/19</b>  |                              |               |                 |
|                                                                                                           | <b>Actual</b>  | <b>Budgeted</b> | <b>Adjustment<br/>Budget</b> | <b>Actual</b> | <b>Variance</b> |
| <b>Total Operational Revenue (excluding tariffs)</b>                                                      |                |                 |                              |               |                 |
| Expenditure:                                                                                              |                |                 |                              |               |                 |
| Employees                                                                                                 |                |                 |                              |               |                 |
| Repairs & Maintenance                                                                                     |                |                 |                              |               |                 |
| Other                                                                                                     | 266            | 250             | 250                          | 244           | 6               |
| <b>Total Operational Expenditure</b>                                                                      | <b>266</b>     | <b>250</b>      | <b>250</b>                   | <b>244</b>    | <b>6</b>        |
| <b>Net Operational (Service) Expenditure</b>                                                              | <b>-266</b>    | <b>(250)</b>    | <b>(250)</b>                 | <b>(244)</b>  | <b>(6)</b>      |

The expenditure on personnel cost for youth, Gender, disability & social programmes is included under Council expenditure division seeing that the above programmes are not yet classified as a separate administrative division.

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**Table 80: Youth, Gender & Disability programmes targets as set out in the SDBIP for 2018/19**

| Ref | Strategic Objective                                                 | Municipal KPA    | Programme                          | KPI                                                                      | Unit of Measurement | Baseline | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                                                  |                                                                                 |
|-----|---------------------------------------------------------------------|------------------|------------------------------------|--------------------------------------------------------------------------|---------------------|----------|---------------|------------------------------|--------|---|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
|     |                                                                     |                  |                                    |                                                                          |                     |          |               | Target                       | Actual | R | Reason for deviation                                                                                                                             | Corrective Measures                                                             |
| D49 | Enhance sustainable environmental management and social development | Service Delivery | Youth, Gender & Disability support | # of new Jobs created by Municipal Capital projects for youth            | Number              | 2663     | 596           | 596                          | 89     | R | The ability of GTM to cover youth and disability is dependent on the type of projects implemented vs the skills levels and physical capabilities | More job opportunities will be given to young people at the new financial year. |
| D50 | Enhance sustainable environmental management and social development | Service Delivery | Youth, Gender & Disability support | # of new Jobs created by Municipal Capital projects for women            | Number              | 4661     | 596           | 596                          | 578    | O | The ability of GTM to cover youth and disability is dependent on the type of projects implemented vs the skills levels and physical capabilities | More job opportunities will be given to women in the new financial year.        |
| D51 | Enhance sustainable environmental management and social development | Service Delivery | Youth, Gender & Disability support | # of new Jobs created by Municipal Capital projects for disabled persons | Number              | 65       | 22            | 22                           | 1      | R | The ability of GTM to cover youth and disability is dependent on the type of projects implemented vs the skills levels and physical capabilities | More job opportunities will be given to the disabled in the new financial year. |

### COMPONENT E: ENVIRONMENTAL HEALTH SERVICES

Greater Tzaneen Municipality discharges its mandate with regard to environmental management through the monitoring of air quality, biodiversity and heritage resources management, handling of human remains, environmental impact management and compliance monitoring. We continue to render some aspects of Municipal Health Service pending the finalisation of the transfer agreement of the function to Mopani District Municipality.

#### 3.15 ENVIRONMENTAL HEALTH SERVICES

During 2018/19 GTM provided the following services:

##### ENVIRONMENTAL HEALTH

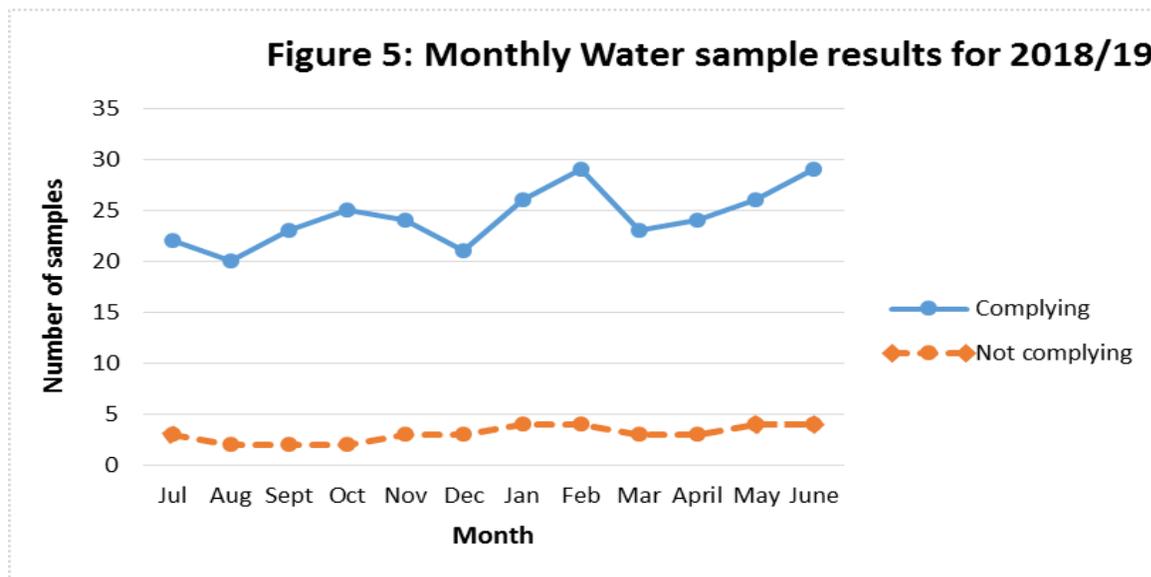
- **Food Control:** During the period under review a total of 435000 kg of foodstuffs declared unfit for human consumption were disposed. Four joint operations with SAPS, SARS and Home Affairs were conducted in food handling premises.
- **Management of human remains:** GTM processed 4 applications for the establishment of mortuaries/ funeral undertakers and monitored four (4) exhumations and four (4) reburials

##### ENVIRONMENTAL MANAGEMENT

- **Air quality monitoring:** Inspections were conducted on small scale aluminium pot manufacturers, industrial premises and major hazardous installations. Subsistence brick making and treatment of timber is on the increase and in some cases these activities are conducted in residential areas. They have a negative impact on ambient air quality and contribute significantly to the increase in air quality related complaints.

- **Environmental compliance monitoring and enforcement:** 12 pro-active compliance monitoring inspection and 14 re-active inspections. Quarterly Internal auditing of the landfill site has yielded positive results.
- **Management of human remains:** GTM processed two applications exhumations and reburials.
- **Vector control:** Due to natural attrition and promotion, we had vacancies which affected our performance with regard to vector control.
- **Food Control:** During the period under review a total of 435000 kg of foodstuffs declared unfit for human consumption were disposed. Four joint operations with SAPS, SARS and Home Affairs were conducted in food handling premises.

**Environmental management:** GTM attended to Environmental crimes cases that were referred to us by DEA, as well as by other interest groups. The on-going rehabilitation of a stream near the R71 road is a clear commitment by the municipality to do environmental compliance and monitoring.



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| Result        | Jul       | Aug       | Sept      | Oct       | Nov       | Dec       | Jan       | Feb       | Mar       | April     | May       | June      |
|---------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Complying     | 22        | 20        | 23        | 25        | 24        | 21        | 26        | 29        | 23        | 24        | 26        | 29        |
| Not complying | 3         | 2         | 2         | 2         | 3         | 3         | 4         | 4         | 3         | 3         | 4         | 4         |
| <b>Total</b>  | <b>25</b> | <b>22</b> | <b>25</b> | <b>27</b> | <b>27</b> | <b>24</b> | <b>30</b> | <b>33</b> | <b>26</b> | <b>27</b> | <b>30</b> | <b>33</b> |

Monthly water samples are taken at selected areas to monitor water quality. The compliance of the water samples to the water quality standards (SANS 0241) are presented in **Table 85**. A total of 329 samples were taken. Only 12.67 % of the samples does not comply with SANS0241 for domestic water (see **Figure 2**).

| Ref  | Strategic Objective                                                 | Municipal KPA    | Programme                       | KPI                                                                           | Unit of Measurement | Baseline | Annual Target | Year-To-Date As At June 2019 |          |   |                                                                                                                                                                                                                                                          |                                                                                         |
|------|---------------------------------------------------------------------|------------------|---------------------------------|-------------------------------------------------------------------------------|---------------------|----------|---------------|------------------------------|----------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
|      |                                                                     |                  |                                 |                                                                               |                     |          |               | Target                       | Actual   | R | Reason for deviation                                                                                                                                                                                                                                     | Corrective Measures                                                                     |
| D124 | Enhance sustainable environmental management and social development | Service Delivery | Environmental Health Management | # of environmental contravention pre compliance and compliance notices issued | Number              | 148      | 60            | 60                           | 201      | B | Two notices were issued. EHPs were on leave, and the one available was busy with the following: Assessment of the Phelophepa train docking site and environmental monitoring of same during the time it had docked. Receiving applications from hawkers. | Management of leave to ensure that operational requirements are not adversely affected. |
| D125 | Enhance sustainable environmental management and social development | Service Delivery | Environmental Health Management | % compliance to the environmental legislation checklist                       | Percentage          | 93.5     | 92%           | 92%                          | 188.80 % | B | Quarterly auditing of the landfill site to ensure compliance to Environmental legislation. Scheduling of Environmental Management inspections.                                                                                                           | None                                                                                    |

| Table 82: Environmental Health Service Delivery targets as set out in the SDBIP for 2018/19 |                                                                     |                  |                                 |                                                                 |                                                                                                                                                           |                                         |               |                              |                                                |    |                                                                                                                                                                                                                                                                                                     |                                                                                                                                   |
|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------|------------------|---------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------|------------------------------|------------------------------------------------|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| Ref                                                                                         | Strategic Objective                                                 | Municipal KPA    | Programme                       | KPI                                                             | Unit of Measurement                                                                                                                                       | Baseline                                | Annual Target | Year-To-Date As At June 2019 |                                                |    |                                                                                                                                                                                                                                                                                                     |                                                                                                                                   |
|                                                                                             |                                                                     |                  |                                 |                                                                 |                                                                                                                                                           |                                         |               | Target                       | Actual                                         | R  | Reason for deviation                                                                                                                                                                                                                                                                                | Corrective Measures                                                                                                               |
| D127                                                                                        | Enhance sustainable environmental management and social development | Service Delivery | Environmental Health Management | Hosting of GTM Cleanest School competition by 30 Jun            | Number                                                                                                                                                    | New measurement                         | 1             | 1                            | 0                                              | R  | During the budget adjustment, funds were requested for facility cleaning which had exhausted funds by end of second quarter. The Cleanest School Competition had to be cancelled and the budget used for facility cleaning.                                                                         | Allocation of adequate resources to cover all expenditure.                                                                        |
| D128                                                                                        | Enhance sustainable environmental management and social development | Service Delivery | Environmental Health Management | % of water samples that comply with SANS 0241                   | Percentage                                                                                                                                                | 86.66                                   | 85%           | 85%                          | 87%                                            | G2 | Target was not reached due to intermittent water supply resulting in depletion of residual chlorine in the water at sampling point.                                                                                                                                                                 | Constant monitoring of residual chlorine during water shedding or when water supply is cut off during operations and maintenance. |
| D133                                                                                        | Enhance sustainable environmental management and social development | Service Delivery | Environmental Health Management | # of Environmental Management Inspectorate (EMI) forum meetings | Number                                                                                                                                                    | New Measurement                         | 4             | 4                            | 5                                              | G2 | Attended one Provincial Air Quality Forum meeting.                                                                                                                                                                                                                                                  | None                                                                                                                              |
| D290                                                                                        | Enhance sustainable environmental management and social development | Service Delivery | Environmental Health Management | Construction of a bundwall at Erf 2990 Koedoe street            | Q1: N/A<br>Q2: N/A<br>Q3: Procurement of a service provider completed (10%)<br>Q4: Construction of a Bund wall completed (100%)                           | New Project - Cleanest Town award money | 100%          | 100%                         | 100% (work duplicated due to saving)           | B  | Savings made from the project resulted in replication of the project at the GTM Mechanical workshop.                                                                                                                                                                                                | None                                                                                                                              |
| D291                                                                                        | Enhance sustainable environmental management and social development | Service Delivery | Environmental Health Management | Installation of oil and grease trap.                            | "Q1: N/A<br>Q2: N/A<br>Q3: Procurement of a service provider completed (10%)<br>Q4: Construction of Installation of oil and grease trap completed (100%)" | New project - Cleanest town award funds | 100%          | 100%                         | 100% (the work was duplicated from the saving) | B  | The savings from the project implemented in Koedoe street was used to replicate same at the GTM mechanical workshop. In addition the following were purchased:<br>20x 9l drip trays.<br>3x oil spill kits with their consumables.<br>This will go a long way in mitigating environmental pollution. | None                                                                                                                              |

## Chapter 3

| <b>Table 83: Employees - Environmental Health services</b> |                    |                         |                     |                    |                         |                     |
|------------------------------------------------------------|--------------------|-------------------------|---------------------|--------------------|-------------------------|---------------------|
| <b>Job level</b>                                           | <b>2017/18</b>     |                         |                     | <b>2018/19</b>     |                         |                     |
|                                                            | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> |
| Level 0-3                                                  | 1                  | 1                       | 0%                  | 1                  | 1                       | 0%                  |
| Level 4-6                                                  | 6                  | 2                       | 67%                 | 6                  | 2                       | 67%                 |
| Level 7-9                                                  | 0                  | 0                       | 0%                  | 0                  | 0                       | 0%                  |
| Level 10-15                                                | 5                  | 1                       | 80%                 | 5                  | 1                       | 80%                 |
| Level 16-17                                                | 27                 | 19                      | 30%                 | 27                 | 20                      | 25.92%              |
| <b>Total</b>                                               | <b>39</b>          | <b>23</b>               | <b>41%</b>          | <b>39</b>          | <b>24</b>               | <b>38.46%</b>       |

The vacancy rate is still very high especially for job levels 4-6 and 10-15. This affects the achieving of targets more especially on the Environmental management section.

| <b>Table 84: Financial Performance 2018/19: Environmental Health services (R'000)</b> |                |                 |                          |                |                 |
|---------------------------------------------------------------------------------------|----------------|-----------------|--------------------------|----------------|-----------------|
| <b>Detail</b>                                                                         | <b>2017/18</b> | <b>2018/19</b>  |                          |                |                 |
|                                                                                       | <b>Actual</b>  | <b>Budgeted</b> | <b>Adjustment Budget</b> | <b>Actual</b>  | <b>Variance</b> |
| <b>Total Operational Revenue (excluding tariffs)</b>                                  | <b>24</b>      | <b>25</b>       | <b>25</b>                | <b>213</b>     | <b>(188)</b>    |
| Expenditure:                                                                          |                |                 |                          |                |                 |
| Employees                                                                             | 8,119          | 10,911          | 10,911                   | 8,531          | 2,381           |
| Repairs & Maintenance                                                                 |                | 3               | 3                        |                | 3               |
| Other                                                                                 | 539            | 968             | 968                      | 518            | 450             |
| <b>Total Operational Expenditure</b>                                                  | <b>8,658</b>   | <b>11,883</b>   | <b>11,883</b>            | <b>9,049</b>   | <b>2,833</b>    |
| <b>Net Operational (Service) Expenditure</b>                                          | <b>(8,634)</b> | <b>(11,858)</b> | <b>(11,858)</b>          | <b>(8,836)</b> | <b>(3,021)</b>  |

GTM received prize money for winning the Provincial leg of the Greenest Municipality Competition, which is run by the Department of Economic development, Environment and Tourism. Initial quotations received for the Capital projects as reflected in Table 89 left us with a huge saving which enabled us to duplicate the projects at the Mechanical Workshop.

| <b>Table 85 : Capital Expenditure 2018/19: Environmental Health services (R'000)</b> |                |                          |                           |                                      |                             |
|--------------------------------------------------------------------------------------|----------------|--------------------------|---------------------------|--------------------------------------|-----------------------------|
| <b>Capital Projects</b>                                                              | <b>2018/19</b> |                          |                           |                                      |                             |
|                                                                                      | <b>Budget</b>  | <b>Adjustment budget</b> | <b>Actual Expenditure</b> | <b>Variance from original budget</b> | <b>Total Project value*</b> |
| Construction of a bundwall at Erf 2990 Koedoe street                                 | R0             | R 200 000                | R 193 226                 | R6 774                               | R 200 000                   |
| Installation of oil and grease trap.                                                 | R0             | R 30 000                 | R 30 000                  | R0                                   | R 30 000                    |
| <b>Total</b>                                                                         | <b>R0</b>      | <b>R320 000</b>          | <b>R223 226</b>           | <b>R6,774</b>                        | <b>R230,000</b>             |

#### COMPONENT F: SECURITY AND SAFETY

The GTM Safety and Security section provides safety measures for Councillors, Employees, Customers and Communities in the jurisdiction of the Greater Tzaneen Municipality. This is done by providing Physical Security, Cash In Transit (CIT) services, Access Control, Surveillance Cameras and Alarm Systems. The Safety and Security section also serves as liaison between communities and the SAPS in social crime prevention initiatives. The division also assists with the Victim Empowerment Programme together with the Justice and Crime Prevention Cluster departments.

| <b>Table 86 : Infrastructure theft cases for 2018/19</b>       |             |                          |                                          |                                         |
|----------------------------------------------------------------|-------------|--------------------------|------------------------------------------|-----------------------------------------|
| <b>Infrastructure theft</b>                                    | <b>Date</b> | <b>Estimated R-value</b> | <b>Case reported to SAPD Case number</b> | <b>Successful prosecutions (yes/no)</b> |
| <b>Other</b>                                                   |             |                          |                                          |                                         |
| Theft of electrical copper cable Ha Mawasha(Letaba brick yard) | 25/08/2019  | R30000-00                | Tzaneen SAPS CAS 396/08/2019             | No                                      |
| <b>Electricity Infrastructure</b>                              |             |                          |                                          |                                         |
| Electrical motor gate at the plumbing workshop                 | 12/07/2019  | R15 000-00               | Tzaneen SAPS CAS 138/07/2019             | No                                      |
| Theft of two truck batteries Nkowankowa                        | 19/07/2019  | R5000-00                 | Ritavi SAPS CAS 114/09/2019              | No                                      |
| Theft of 2 truck batteries at Nkowankowa                       | 25/09/2019  | R9000-00                 | Ritavi SAPS CAS 205/07/2019              | No                                      |

| Table 86 : Infrastructure theft cases for 2018/19  |            |                   |                                      |                                  |
|----------------------------------------------------|------------|-------------------|--------------------------------------|----------------------------------|
| Infrastructure theft                               | Date       | Estimated R-value | Case reported to SAPD<br>Case number | Successful prosecutions (yes/no) |
| Theft of water pumps<br>\Burgersdorp sports centre | 18/10/2019 | R30 000-00        | Maake SAPS<br>CAS 172/2019           | No                               |

The Safety and Security Policy was approved by Council in April 2018. Safety Plan developed and approved by Council. GTM has also been very successful in the establishment of Community Safety Forums, Street/Village committees and the Young Civilian on Patrol (YCOP) initiative. We further initiated Patrol Committees in all the areas that have Street Committees, and this led to decline in social crime in our communities. The municipality also provides support to Victim Empowerment Programmes (VEP) placed in all police stations within our jurisdiction as well as support the SAPS through Crime awareness Campaigns in order to ensure the municipality is safe and secure to attract investors.

### 3.16 TRAFFIC LAW ENFORCEMENT

GTM is responsible for the provision of traffic law enforcement services in the municipal area.

| Table 87: Traffic Law Enforcement service data (2013/14- 2018/19) |             |             |             |              |             |
|-------------------------------------------------------------------|-------------|-------------|-------------|--------------|-------------|
|                                                                   | 2014/2015   | 2015/16     | 2016/17     | 2017/18      | 2018/19     |
| Number of road traffic accidents                                  | 111         | 50          | 94          | 76           | 118         |
| Number of by-law infringements attended                           | 225         | 4121        | 14778       | 10331        | 12707       |
| Number of traffic officers on duty on an average day              | 14          | 13          | 12          | 13           | 13          |
| R-value revenue from traffic fines                                | R38 560 880 | R37 814 250 | R54 499 700 | R 37 451 500 | R39 736 647 |

The traffic law enforcement statistics contained in **Table 93**, reflects a reduction in the number of road accidents and by-law infringements from the previous year. By-law infringements are however an increasing concern since the volume of traffic cannot be accommodated by the

limited number of parking bays available in the towns. The collection of traffic fine payments remain a challenge with little support from other law enforcement agencies to secure warrants of arrest for offenders who default on payments. GTM receives support from the Provincial Traffic Department but the number of traffic officers remain insufficient to enforce traffic laws in the entire municipal jurisdiction.

| <b>Table 88: Employees - Law Enforcement</b> |                    |                         |                     |                    |                         |                     |
|----------------------------------------------|--------------------|-------------------------|---------------------|--------------------|-------------------------|---------------------|
| <b>Job level</b>                             | <b>2017/18</b>     |                         |                     | <b>2018/19</b>     |                         |                     |
|                                              | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> |
| Level 0-3                                    | 1                  | 1                       | 0%                  | 1                  | 1                       | 0%                  |
| Level 4-6                                    | 5                  | 2                       | 60%                 | 5                  | 2                       | 60%                 |
| Level 7-9                                    | 30                 | 12                      | 60%                 | 30                 | 14                      | 53.33%              |
| Level 10-15                                  | 2                  | 0                       | 100%                | 2                  | 0                       | 100%                |
| Level 16-17                                  | 3                  | 1                       | 66%                 | 3                  | 1                       | 66%                 |
| <b>Total</b>                                 | <b>41</b>          | <b>16</b>               | <b>61%</b>          | <b>41</b>          | <b>18</b>               | <b>56%</b>          |

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**Table 89: Law Enforcement targets as set out in the SDBIP for 2018/2019**

| Ref  | Strategic Objective                                   | Municipal KPA    | Programme        | KPI                                                                                         | Unit of Measurement | Baseline    | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                                  |                                                                                  |
|------|-------------------------------------------------------|------------------|------------------|---------------------------------------------------------------------------------------------|---------------------|-------------|---------------|------------------------------|--------|---|----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
|      |                                                       |                  |                  |                                                                                             |                     |             |               | Target                       | Actual | R | Reason for deviation                                                                                                             | Corrective Measures                                                              |
| D153 | Improve access to sustainable and affordable services | Service Delivery | Traffic Services | Traffic fine collection rate [(Rand value received for fines/ R value of fines issued as %] | Percentage          | 9.68%       | 35%           | 35%                          | 0.06%  | R | The Province does not allow us to blacklist the offenders through eNATIS . The Magistrate is slowly in assisting us with warrant | We will pursue sending sms, serving of warrants and road blocks.                 |
| D154 | Improve access to sustainable and affordable services | Service Delivery | Traffic Services | # of roadblocks                                                                             | Number              | New project | 4             | 4                            | 4      | G | We get assistance of road block once a month from the service provider as per agreement                                          | More hours need to be allocated per Office for Road block to be done 06:00-06:00 |

**Table 90: Financial Performance 2018/19: Law Enforcement (R'000)**

| Detail                                               | 2017/18       |                 |                   |               |                 |
|------------------------------------------------------|---------------|-----------------|-------------------|---------------|-----------------|
|                                                      | Actual        | Budgeted        | Adjustment Budget | Actual        | Variance        |
| <b>Total Operational Revenue (excluding tariffs)</b> | <b>37,452</b> | <b>4,001</b>    | <b>4,001</b>      | <b>31,636</b> | <b>(27,635)</b> |
| Expenditure:                                         |               |                 |                   |               |                 |
| Employees                                            | 14,166        | 17,913          | 17,913            | 15,594        | <b>2,319</b>    |
| Repairs & Maintenance                                | 21            | 28              | 28                |               | <b>28</b>       |
| Other (Security Services)                            | 8,090         | 10,084          | 10,084            | 589           | <b>9,495</b>    |
| <b>Total Operational Expenditure</b>                 | <b>22,277</b> | <b>28,025</b>   | <b>28,025</b>     | <b>16,183</b> | <b>11,842</b>   |
| <b>Net Operational (Service) Expenditure</b>         | <b>15,175</b> | <b>(24,024)</b> | <b>(24,024)</b>   | <b>15,453</b> | <b>(39,477)</b> |

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### 3.17 DISASTER MANAGEMENT

Disaster Management is a continuous and integrated multi-sectoral and disciplinary process of planning, implementation of measures aimed at disaster prevention, mitigation, preparedness, response, recovery and rehabilitation (Disaster Management Act no 16 of 2015 as amended). Disaster management approach is to effectively prevent disasters from occurring and lessen the impact of those hazards that can be avoided. Emergencies are defined as situations or the threat to of impending situations abnormally affecting the lives and property of societies. Disaster Management for the 2018/2019 have achieved the following;

- 14 special events,
- Seven Disaster Contingency Plans submitted for Special Events
- 14 Awareness Campaigns conducted
- 299 households assessed
- Relief Materials were allocated as follows: 11 Tents, 273 Blankets and 199 Mattresses
- Coordinated food parcels from SASSA.

The efficiency of the disaster management function is constrained by human resource limitations, delays in the response time from fire and rescue services, communities continuing to construct houses in flood lines and delays in reporting incidences to the unit.

## Chapter 3

| Table 91: Disaster management targets as set out in the SDBIP for 2018/19 |                                                                     |                  |                     |                                                                           |                     |          |               |                              |        |    |                                     |                     |
|---------------------------------------------------------------------------|---------------------------------------------------------------------|------------------|---------------------|---------------------------------------------------------------------------|---------------------|----------|---------------|------------------------------|--------|----|-------------------------------------|---------------------|
| Ref                                                                       | Strategic Objective                                                 | Municipal KPA    | Programme           | KPI                                                                       | Unit of Measurement | Baseline | Annual Target | Year-To-Date As At June 2019 |        |    |                                     |                     |
|                                                                           |                                                                     |                  |                     |                                                                           |                     |          |               | Target                       | Actual | R  | Reason for deviation                | Corrective Measures |
| D45                                                                       | Enhance sustainable environmental management and social development | Service Delivery | Disaster Management | # of disaster awareness campaigns conducted                               | Number              | 12       | 9             | 9                            | 13     | G2 |                                     |                     |
| D46                                                                       | Enhance sustainable environmental management and social development | Service Delivery | Disaster Management | Annual Disaster Management report submitted to Mopani District by 30 Sept | Number              | 1        | 1             | 1                            | 0      | R  | Report Submitted late               |                     |
| D47                                                                       | Enhance sustainable environmental management and social development | Service Delivery | Disaster Management | Annual Disaster Management report submitted to Council by 31 Aug          | Number              | 1        | 1             | 1                            | 1      | R  | Report Submitted late               |                     |
| D48                                                                       | Enhance sustainable environmental management and social development | Service Delivery | Disaster Management | % Disaster incidences responded to (relieved) within 72-hours             | Percentage          | 100%     | 100%          | 100%                         | 100%   | G  | All the incidences were attended to | Non-required        |

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| <b>Table 92: Employees - Disaster Management</b> |                    |                         |                     |                    |                         |                     |
|--------------------------------------------------|--------------------|-------------------------|---------------------|--------------------|-------------------------|---------------------|
| <b>Job level</b>                                 | <b>2017/18</b>     |                         |                     | <b>2018/19</b>     |                         |                     |
|                                                  | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> |
| Level 0-3                                        | 0                  | 0                       | 0%                  | 0                  | 0                       | 0%                  |
| Level 4-6                                        | 4                  | 1                       | 75%                 | 2                  | 1                       | 50%                 |
| Level 7-9                                        | 1                  | 1                       | 0%                  | 1                  | 1                       | 0%                  |
| Level 10-15                                      | 0                  | 0                       | 0%                  |                    |                         |                     |
| Level 16-17                                      | 0                  | 0                       | 0%                  |                    |                         |                     |
| <b>Total</b>                                     | <b>5</b>           | <b>2</b>                | <b>60%</b>          | <b>3</b>           | <b>2</b>                | <b>33.33%</b>       |

The budget for the Disaster Management function caters for personnel and basic operations only, however Council policy does make provision for a percentage of the municipal budget to be set aside for disaster management should one be declared.

| <b>Table 93: Financial Performance 2018/19: Disaster Management (R'000)</b> |                |                 |                          |                |                 |
|-----------------------------------------------------------------------------|----------------|-----------------|--------------------------|----------------|-----------------|
| <b>Detail</b>                                                               | <b>2017/18</b> | <b>2018/19</b>  |                          |                |                 |
|                                                                             | <b>Actual</b>  | <b>Budgeted</b> | <b>Adjustment Budget</b> | <b>Actual</b>  | <b>Variance</b> |
| <b>Total Operational Revenue (excluding tariffs)</b>                        |                |                 |                          |                |                 |
| Expenditure:                                                                |                |                 |                          |                |                 |
| Employees                                                                   | 1,502          | 1,569           | 1,569                    | 1,507          | 62              |
| Repairs & Maintenance                                                       |                | 1               | 1                        |                | 1               |
| Other                                                                       | 641            | 735             | 735                      | 580            | 155             |
| <b>Total Operational Expenditure</b>                                        | <b>2,143</b>   | <b>2,304</b>    | <b>2,304</b>             | <b>2,086</b>   | <b>218</b>      |
| <b>Net Operational (Service) Expenditure</b>                                | <b>(2,143)</b> | <b>(2,304)</b>  | <b>(2,304)</b>           | <b>(2,086)</b> | <b>(218)</b>    |

## COMPONENT G: SPORT AND RECREATION

In terms of the National Sport and Recreation Act no 110 of 1998, section 3 (a), a municipality may carry out sporting or recreational activities or activities relating to physical education, sport and recreation, including training programmes and development of leadership qualities. The Sport, Arts and Culture Parks division supports the activities that are initiated by the Department of Sport Arts and Culture for district, provincial and national as per MOU signed by the GTM and the Department of Sport Arts and Culture. GTM organizes activities such as Indigenous games, Club development, Visual and Performing Arts and South African Football Association activities that are done from clusters level of GTM and the Mayors Cup annually. Greater Tzaneen municipality is utilising the MIG funding for developing sport facilities of a good standard.

### 3.18 SPORT, RECREATION, ARTS AND CULTURE

GTM maintains numerous sports facilities e.g. Nkowankowa Stadium, Nkowankowa Club House, Lenyenye Stadium, Julesburg stadium, Burgersdorp artificial turf, Runnymede Sport Centre, Relela Community Hall, Nkowankowa Indoor sport Centre and the Tzaneen Swimming pool. The fees charged for the usage of these facilities are insufficient to cover the cost of maintenance.

| Job level    | 2017/18     |                  |              | 2018/19     |                  |              |
|--------------|-------------|------------------|--------------|-------------|------------------|--------------|
|              | No of Posts | Positions Filled | Vacancy rate | No of Posts | Positions Filled | Vacancy rate |
| Level 0-3    | 0           | 0                | 0%           | 0           | 0                | %            |
| Level 4-6    | 0           | 0                | 0%           | 0           | 0                | %            |
| Level 7-9    | 3           | 3                | 0%           | 3           | 3                | 0%           |
| Level 10-15  | 0           | 0                | 0%           | 0           | 0                | %            |
| Level 16-17  | 0           | 0                | 0%           | 0           | 0                | %            |
| <b>Total</b> | <b>3</b>    | <b>3</b>         | <b>0%</b>    | <b>3</b>    | <b>3</b>         | <b>0%</b>    |

It should however be noted that the budget for the Sport, Arts and Culture section forms part of the budget for Parks and Recreation.

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**Table 95: Sports and recreation targets as set out in the SDBIP for 2018/19**

| Ref  | Strategic Objective                                                 | Municipal KPA    | Programme               | KPI                                                                                        | Unit of Measurement                                                                                                                                                                                                                                                                                                                                                    | Baseline        | Annual Target | Year-To-Date As At June 2019 |        |   |                      |                     |
|------|---------------------------------------------------------------------|------------------|-------------------------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------|------------------------------|--------|---|----------------------|---------------------|
|      |                                                                     |                  |                         |                                                                                            |                                                                                                                                                                                                                                                                                                                                                                        |                 |               | Target                       | Actual | R | Reason for deviation | Corrective Measures |
| D141 | Enhance sustainable environmental management and social development | Service Delivery | Sport, Arts and Culture | Internal Sports Activities coordinated                                                     | Q1: 2 x Mass meetings in August. Preparatory games are coordinated. Coordinate participation in SAIMSA games in September. (50%)<br>Q2: n/a<br>Q3: Ensure that practise for all sporting codes starts. 1 X Executive meeting by end March. Preparatory games are coordinated for SAIMSA & IMSA (75%)<br>Q4: Facilitate participation in provincial SAIMSA games (100%) | New measurement | 100%          | 100%                         | 100%   | G | None                 | None                |
| D142 | Enhance sustainable environmental management and social development | Service Delivery | Sport, Arts and Culture | Coordination of Local, District, Provincial and National Sports, Arts & Culture activities | Q1: Preparatory meeting for Arts and Culture event by Aug. Coordinate Arts & Culture events by end September (50%)<br>Q2: n/a<br>Q3: n/a<br>Q4: Coordinate indigenous games. Golden Games cluster events arranged (100%)                                                                                                                                               | New measurement | 100%          | 100%                         | 100%   | G | None                 | None                |

### COMPONENT H: CORPORATE POLICY OFFICES AND OTHER SERVICES

This component includes: corporate policy offices, financial services, human resource services and ICT services. Important support services were provided to the organisation during 2018/19 financial year. Recruitment of staff to various positions was undertaken though cash flow challenges were constraints which prevented the administration fill all vacant positions.

Training intervention were also implemented to improve skills of various employees. The budgeted financial resources available to implement the 2018/19 Work Skills Plan were fully utilised.

The municipality improved its ICT services during the period under review. ICT system was revitalised to connectivity and efficiency. Server and LAN infrastructure were procured, installed and some revamped. Those has led to improved ICT services for the municipality although there were areas which still needed attention.

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#### 3.19 EXECUTIVE AND COUNCIL

Council is composed of 69 councillors of which 35 are ward councillors and 34 party representatives. Council is responsible, amongst others for passing budgets, consideration of reports from Executive Committtee. Council has established a number of committees, of which the Executive Committee is the most central one. The Executive Committee is made up of 10 Councillors who are the Mayor, 7 Heads of Portfolios and 2 ordinary councillors.

The Executive committee considers reports and finalise on certain matters while referring those it cannot disposes of council for decisions in line with delegations of powers.

The Council portfolio committees assist in the processing of matters before final decisions are made. The portfolio committees and the Municipal Public Accounts Committee enhances council oversight over administrative processes.

## Chapter 3

**Table 96: Executive and Council targets as set out in the SDBIP for 2018/19**

| Ref | Strategic Objective                    | Municipal KPA   | Programme                     | KPI                                                                   | Unit of Measurement | Baseline | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                                                                                                                                                    |                                                                                                                                 |
|-----|----------------------------------------|-----------------|-------------------------------|-----------------------------------------------------------------------|---------------------|----------|---------------|------------------------------|--------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
|     |                                        |                 |                               |                                                                       |                     |          |               | Target                       | Actual | R | Reason for deviation                                                                                                                                                                                                                               | Corrective Measures                                                                                                             |
| D8  | Effective and Efficient administration | Good Governance | Council Support               | % of GTM Council resolutions implemented                              | Percentage          | 100%     | 100%          | 100%                         | 76%    | O | The Council resolution register was not submitted to Council during the period of reporting. However the target of 100% could not be reached in the financial year 2018/19, since the implementation of Council resolutions is an ongoing process. | The Council resolution register will be continuously monitored and updated to meet the target at the end of the financial year. |
| D11 | Effective and Efficient administration | Good Governance | Management and Administration | # Management meetings                                                 | Number              | 24       | 26            | 26                           | 52     | B | 4 Management meetings were held on 3, 10, 18 and 24 June 2019 as per Management decision. The 3rd Management meeting was held on a Tuesday due to a holiday on Monday, 17 June 2019.                                                               | That the KPI for 4 meetings every Monday be adhered to, irrespective of holidays appearing on Mondays.                          |
| D90 | Effective and Efficient administration | Good Governance | Council Support               | # of days taken to publicise MPAC reports, following Council approval | Number              | 3        | 7             | 7                            | 7.17   | R | Council meeting was held on the 27 June 2019, and the MPAC reports were publicized on 2 July 2019, which is 3 days after the Council approval.                                                                                                     | None. The reports might be publicized early than the set time frames to avoid late submission.                                  |
| D91 | Effective and Efficient administration | Good Governance | Council Support               | # of Council meetings held                                            | Number              | 13       | 4             | 4                            | 11     | B | 4 Normal and 6 Special Council meetings were held during the 2018/19 financial year to resolve on compliance and urgent matters.                                                                                                                   | Special Council meetings will be held as and when there is a need to avoid non-compliance and negative audit outcomes.          |
| D92 | Effective and Efficient administration | Good Governance | Council Support               | # of Exco meetings held                                               | Number              | 17       | 26            | 26                           | 17     | R | 1 EXCO meeting was held during the month of June 2019 as per the Council approved schedule of meetings.                                                                                                                                            | The KPI will be corrected in the next financial year of 2019/20.                                                                |
| D93 | Effective and Efficient administration | Good Governance | Council Support               | # of Portfolio Committee meetings held                                | Number              | 77       | 108           | 108                          | 83     | O | 7 Portfolio Committees held their meetings during the month of June 2019. 2 Portfolio Committees did not meet due to other activities of Council.                                                                                                  | All Portfolio Committees to adhere to the approved schedule of meetings.                                                        |

| <b>Table 97: Employees – Executive and Council (Mayor &amp; MM offices)</b> |             |                  |              |             |                  |              |
|-----------------------------------------------------------------------------|-------------|------------------|--------------|-------------|------------------|--------------|
| Job level                                                                   | 2017/18     |                  |              | 2018/19     |                  |              |
|                                                                             | No of Posts | Positions Filled | Vacancy rate | No of Posts | Positions Filled | Vacancy rate |
| Level 0-3                                                                   | 4           | 3                | 25%          | 4           | 3                | 25%          |
| Level 4-6                                                                   | 11          | 6                | 45%          | 11          | 6                | 45%          |
| Level 7-9                                                                   | 10          | 2                | 80%          | 10          | 2                | 80%          |
| Level 10-15                                                                 | 1           | 1                | 50%          | 1           | 1                | 0%           |
| Level 16-17                                                                 | 0           | 0                | 0%           |             |                  |              |
| <b>Total</b>                                                                | <b>28</b>   | <b>12</b>        | <b>57%</b>   | <b>28</b>   | <b>12</b>        | <b>57%</b>   |

The vacancy rate in the Mayor and MM'S Office vacancy rate are informed by both financial constraints and the realisation that the organisational structure appears not to be informed by the mandate of the institution and affordability. Filling of positions is done with circumspect considering that efforts were being made to review that organisational structure using scientific methods.

| <b>Table 98: Financial Performance 2018/19: Executive &amp; Council (MM &amp; Mayor office) (R'000)</b> |                 |                 |                   |                 |                |
|---------------------------------------------------------------------------------------------------------|-----------------|-----------------|-------------------|-----------------|----------------|
| Detail                                                                                                  | 2017/18         |                 |                   |                 |                |
|                                                                                                         | Actual          | Budgeted        | Adjustment Budget | Actual          | Variance       |
| <b>Total Operational Revenue (excluding tariffs)</b>                                                    |                 | <b>1</b>        | <b>1</b>          |                 | <b>1</b>       |
| Expenditure:                                                                                            |                 |                 |                   |                 |                |
| Employees                                                                                               | 8,016           | 9,489           | 9,489             | 8,869           | <b>620</b>     |
| Repairs & Maintenance                                                                                   | 100             | 729             | 729               | 416             | <b>312</b>     |
| Other                                                                                                   | 29,557          | 33,290          | 33,290            | 29,949          | <b>3,341</b>   |
| <b>Total Operational Expenditure</b>                                                                    | <b>37,673</b>   | <b>43,508</b>   | <b>43,508</b>     | <b>39,235</b>   | <b>4,273</b>   |
| <b>Net Operational (Service) Expenditure</b>                                                            | <b>(37,673)</b> | <b>(43,507)</b> | <b>(43,507)</b>   | <b>(39,235)</b> | <b>(4,272)</b> |

The top five priorities of financial services are as follows:

- A. Revenue enhancement:** GTM embarked on electricity meter data verification which all identified meters not on billing system will be updated and non-functional meters to be replaced by electrical department. Capturing of new connections on council's financial system and bill accordingly, in-house data verification, day to day follow up on outstanding accounts, continuous adjusting of deposits, debt collection register was drafted, and debtors handed over for collection.
- B. Credit control and debt collection:** The appointment of a new debt collector took place during the Nov 2019. Debt collection strategies are improving over time but more work still to be undertaken to enforce collection in farms and townships
- C. Debt recovery:** GTM endeavoured to recover debt owed to the Municipality by residents but also by other Government institution.
- D. Expenditure Management:** Cost containment measures are being undertaken by all department to reduce overtime and legal costs under office of the accounting officer. Actions have been taken to determine the root cause for the high expenditure in order to address them
  - Overtime: A system of preapproving overtime was implemented, and an internal committee was established to investigate the overtime payments.
  - Other expenditure: activities that the municipality embarked on were:  
Payments of service providers were made within 30 days with the exception of Eskom due to financial constraints.
- E. Procurement:** A general assessment of the supply chain unit activities has been performed and procedures and controls have been put in place to ensure general compliance of all the division's activities. The supply chain committees met on a regular basis and delays in the recommendation of service providers have been minimized.

## Chapter 3

| <b>Table 99: Debt Recovery (R'000)</b>                      |                       |                                           |                                                                   |                       |                                           |                                                                   |                       |                                           |                                                                   |
|-------------------------------------------------------------|-----------------------|-------------------------------------------|-------------------------------------------------------------------|-----------------------|-------------------------------------------|-------------------------------------------------------------------|-----------------------|-------------------------------------------|-------------------------------------------------------------------|
| <b>Details of the types of account raised and recovered</b> | <b>2016/17</b>        |                                           |                                                                   | <b>2017/18</b>        |                                           |                                                                   | <b>2018/19</b>        |                                           |                                                                   |
|                                                             | <b>Billed in year</b> | <b>Actual for accounts billed in year</b> | <b>% of accounts value billed that were collected in the year</b> | <b>Billed in year</b> | <b>Actual for accounts billed in year</b> | <b>% of accounts value billed that were collected in the year</b> | <b>Billed in year</b> | <b>Actual for accounts billed in year</b> | <b>% of accounts value billed that were collected in the year</b> |
| <b>Property Rates</b>                                       | 80788                 | 69153                                     | 85.60%                                                            | 99 289                | 78 140                                    | 78.70%                                                            | 109 160               | 89 038                                    | 81.56%                                                            |
| <b>Electricity Consumption</b>                              | 417248                | 459628                                    | 110.16%                                                           | 439 375               | 495 111                                   | 112.68%                                                           | 464 019               | 507 711                                   | 109.41%                                                           |
| <b>Refuse</b>                                               | 27782                 | 27368                                     | 98.51%                                                            | 31 385                | 28 214                                    | 89.90%                                                            | 33 685                | 30 113                                    | 89.40%                                                            |
| <b>Other</b>                                                | 13332                 | 12612                                     | 94.60%                                                            | 14 257                | 18 069                                    | 126.73                                                            | 18 223                | 19 107                                    | 104.85%                                                           |

The electricity payment rate is 100% due to the fact that credit control and debt collection actions taken. For other services the collection rate is lower since only debt collection has an effect on other recoveries.

## Chapter 3

**Table 100: Financial Services targets as set out in the SDBIP for 2018/19**

| Ref | Strategic Objective                        | Municipal KPA   | Programme          | KPI                                                                    | Unit of Measurement                                                                                                                                                                                                                                | Baseline        | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                                         |                                                                                                 |
|-----|--------------------------------------------|-----------------|--------------------|------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------|------------------------------|--------|---|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
|     |                                            |                 |                    |                                                                        |                                                                                                                                                                                                                                                    |                 |               | Target                       | Actual | R | Reason for deviation                                                                                                                    | Corrective Measures                                                                             |
| D36 | Increase financial viability               | Good Governance | Budget management  | % of Operational budget spent                                          | Percentage                                                                                                                                                                                                                                         | 75.75%          | 100%          | 100%                         | 74.48% | B | Performance target not achieved                                                                                                         | Allocation of Depreciation and Labour costs to be processed monthly                             |
| D38 | Increase financial viability               | Good Governance | Budget management  | % of Capital Budget spent                                              | Percentage                                                                                                                                                                                                                                         | 128%            | 100%          | 100%                         | 65%    | R | DBSA funds required to implement Electricity projects received late                                                                     | Designs was done in anticipation of receiving the funds and contractors were appointed speedily |
| D39 | Increase financial viability               | Good Governance | Revenue Management | % equitable share received                                             | Percentage                                                                                                                                                                                                                                         | 100%            | 100%          | 100%                         | 100%   | G | Equitable share received as per allocation                                                                                              | n/a                                                                                             |
| D40 | Increase financial viability               | Good Governance | Revenue Management | Draft Revenue Enhancement Strategy developed                           | Number                                                                                                                                                                                                                                             | Not implemented | 1             | 1                            | 1      | G | Many actions were taken to enhance revenue, service provider appointed.                                                                 | Continues enhancement of policies, by-laws and development of properties.                       |
| D43 | Enhanced Integrated developmental planning | Economic Growth | Budget management  | % of capital spent on projects as prioritised in IDP for specific year | Percentage                                                                                                                                                                                                                                         | 90.30%          | 100%          | 100%                         | 88.70% | O | Capital funds spent on roll-over projects which were only included in the 18/19 budget during the adjustment process in February of '19 | Roll-over of capital projects should be avoided                                                 |
| D52 | Effective and Efficient administration     | Good Governance | Asset Management   | Implementation of Assets Management (R2 831 000)                       | Q1: Investigations into assets not found, Verification and impairment of assets, Calculation of depreciation and unbundling of assets. Ongoing - Reconciliation of assets with the general ledger, Asset register updates, recording of assets for | New Project     | 100%          | 100%                         | 100%   | G | KPI could not be linked to the activities.                                                                                              | KPI corrected for the future                                                                    |

**Table 100: Financial Services targets as set out in the SDBIP for 2018/19**

| Ref | Strategic Objective          | Municipal KPA   | Programme         | KPI                                                         | Unit of Measurement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Baseline | Annual Target | Year-To-Date As At June 2019 |        |   |                                                        |                     |
|-----|------------------------------|-----------------|-------------------|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------|------------------------------|--------|---|--------------------------------------------------------|---------------------|
|     |                              |                 |                   |                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |          |               | Target                       | Actual | R | Reason for deviation                                   | Corrective Measures |
|     |                              |                 |                   |                                                             | disposals and preparation of journals (clearing of suspense accounts) (40%)<br>Q2: Reconciliation of assets with the general ledger, Asset register updates, recording of assets for disposals and preparation of journals (clearing of suspense accounts) (60%)<br>Q3: Reconciliation of assets with the general ledger, Asset register updates, recording of assets for disposals and preparation of journals (clearing of suspense accounts) (80%)<br>Q4: Reconciliation of assets with the general ledger, Asset register updates, recording of assets for disposals and preparation of journals (clearing of suspense accounts) (100%) |          |               |                              |        |   |                                                        |                     |
| D58 | Increase financial viability | Good Governance | Asset Management  | Annual Asset verification report concluded by 30 August '18 | Number                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1        | 1             | 1                            | 1      | G | The assets verification report and AFS notes attached. |                     |
| D59 | Increase financial viability | Good Governance | Budget management | Draft Budget submitted to Council by 31 March annually      | Number                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1        | 1             | 1                            | 1      | G |                                                        |                     |
| D60 | Increase financial           | Good Governance | Budget management | Annual Budget tabled by 31 May                              | Number                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1        | 1             | 1                            | 1      | G |                                                        |                     |

**Table 100: Financial Services targets as set out in the SDBIP for 2018/19**

| Ref | Strategic Objective          | Municipal KPA   | Programme              | KPI                                                    | Unit of Measurement | Baseline | Annual Target | Year-To-Date As At June 2019 |        |    |                                                                                                                                      |                                                                                                                                                                                                                                                                           |
|-----|------------------------------|-----------------|------------------------|--------------------------------------------------------|---------------------|----------|---------------|------------------------------|--------|----|--------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                              |                 |                        |                                                        |                     |          |               | Target                       | Actual | R  | Reason for deviation                                                                                                                 | Corrective Measures                                                                                                                                                                                                                                                       |
|     | viability                    |                 |                        | annually                                               |                     |          |               |                              |        |    |                                                                                                                                      |                                                                                                                                                                                                                                                                           |
| D61 | Increase financial viability | Good Governance | Budget management      | Annual Adjustment budget approved by Council by 28 Feb | Number              | 1        | 1             | 1                            | 1      | G  |                                                                                                                                      |                                                                                                                                                                                                                                                                           |
| D62 | Increase financial viability | Good Governance | Budget management      | Cost coverage                                          | Ratio               | 0.17     | 1.6           | 1.6                          | 0.45   | R  | Overspending of the Municipal budget and the low inflow of cash                                                                      | Budget management controls must be put in place to monitor expenditure by ALL departments<br>implementation of credit control and debt collection service provider to increase recovery of outstanding debt<br>improvement in the disconnection of services to non-payers |
| D63 | Increase financial viability | Good Governance | Budget management      | Debt coverage                                          | Ratio               | 19.9     | 18.3          | 18.3                         | 23.28  | G2 | The actual is higher than the target. this represents the ease with which debt payments can be accommodated by the municipality      | N/A                                                                                                                                                                                                                                                                       |
| D64 | Increase financial viability | Good Governance | Expenditure Management | % creditors paid within 30 days                        | Percentage          | 95.94    | 100%          | 100%                         | 97.06% | O  | Performance target not achieved<br>Trade and Sundry creditors not paid end June 2019 = 05<br>Trade Creditors Paid end June 2019 = 90 | Payment Arrangement with Eskom made.<br>Cash Flow Management Report is a standing item on monthly meetings for Top Management.<br>Invoice Tracking System in place                                                                                                        |

**Table 100: Financial Services targets as set out in the SDBIP for 2018/19**

| Ref | Strategic Objective          | Municipal KPA   | Programme              | KPI                                                                                                             | Unit of Measurement | Baseline | Annual Target | Year-To-Date As At June 2019 |        |    |                                                                                                                                                                    |                                                                                                                                                              |
|-----|------------------------------|-----------------|------------------------|-----------------------------------------------------------------------------------------------------------------|---------------------|----------|---------------|------------------------------|--------|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                              |                 |                        |                                                                                                                 |                     |          |               | Target                       | Actual | R  | Reason for deviation                                                                                                                                               | Corrective Measures                                                                                                                                          |
| D65 | Increase financial viability | Good Governance | Expenditure Management | % of Finance Management Grant Spent                                                                             | Percentage          | 100%     | 100%          | 100%                         | 117%   | G2 | Performance target achieved                                                                                                                                        | Journal to be passed to allocate expenditure to relevant correct Vote                                                                                        |
| D66 | Increase financial viability | Good Governance | Financial Reporting    | # of Section 71 (MFMA) reports submitted to NT & PT by no later than 10 working days after the end of the month | Number              | 12       | 12            | 12                           | 12     | G  | The section 71 reports were submitted to Government Departments on 14 June 2019. The reports were submitted within 10 working days                                 | none                                                                                                                                                         |
| D67 | Increase financial viability | Good Governance | Financial Reporting    | Annual Financial statements submitted to AG, PT and NT by 31 August annually                                    | Number              | 1        | 1             | 1                            | 1      | G  |                                                                                                                                                                    |                                                                                                                                                              |
| D68 | Increase financial viability | Good Governance | Revenue Management     | # of Households billed                                                                                          | Number              | 22982    | 26,000        | 26,000                       | 22,823 | O  | Anticipate new development for residential properties for proclaimed extensions did not yet realized. Accounts are consolidated, fewer tenant accounts are opened. | Property transfers to take place for properties in Municipality name already allocated and selling of stands. Infrastructure development for new extensions. |

**Table 100: Financial Services targets as set out in the SDBIP for 2018/19**

| Ref | Strategic Objective          | Municipal KPA   | Programme          | KPI                                            | Unit of Measurement | Baseline | Annual Target | Year-To-Date As At June 2019 |        |    |                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                    |
|-----|------------------------------|-----------------|--------------------|------------------------------------------------|---------------------|----------|---------------|------------------------------|--------|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                              |                 |                    |                                                |                     |          |               | Target                       | Actual | R  | Reason for deviation                                                                                                                                                                                                                                    | Corrective Measures                                                                                                                                                                                                                |
| D69 | Increase financial viability | Good Governance | Revenue Management | Outstanding service debtors to revenue         | Ratio               | 13.09    | 39.4          | 39.4                         | 46.63  | R  | Debtors increased from June 2018 to June 2019 with R84,219,829 due to increased tariffs and inconsistent billing from meters not read over a period billed in June 19 - payment effect only in July 2019<br>Debt collector only appointed in June 2019. | Remote reading for large power users and implementation of Hamsa audit on meters recommendations and corrections to data to restore integrity.<br>Increased credit control actions.<br>Debt collector only appointed in June 2019. |
| D70 | Increase financial viability | Good Governance | Revenue Management | # of indigents registered on indigent register | Number              | 25963    | 25,764        | 25,764                       | 25,963 | G2 | New applications for 2017-2018 was vetted and report was received.                                                                                                                                                                                      | Decision was taken that the current indigent register and all new applications up to June 2019 be vetted through external scan. Projected outcome not later than October 2019.                                                     |

**Table 100: Financial Services targets as set out in the SDBIP for 2018/19**

| Ref | Strategic Objective          | Municipal KPA   | Programme          | KPI                                                                | Unit of Measurement | Baseline       | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                        |
|-----|------------------------------|-----------------|--------------------|--------------------------------------------------------------------|---------------------|----------------|---------------|------------------------------|--------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                              |                 |                    |                                                                    |                     |                |               | Target                       | Actual | R | Reason for deviation                                                                                                                                                                                                                                                                                                                                                                         | Corrective Measures                                                                                                                                                                                                                                                                                                                                                                    |
| D71 | Increase financial viability | Good Governance | Revenue Management | % Accuracy of Contracted meter reading and credit control services | Percentage          | Actual awaited | 95%           | 95%                          | 59%    | R | New service provider appointed from 1 November 2018. Some meter readings do not import from financial system and service provider system , not all phases of 3phase meters are read due to access of meters in farms and timeframe of not reading all meters prior to billing effecting billing of consumption. Readings in townships hampered by protest, no entry and poor infrastructure. | Weekly meetings with service provider to identify any challenges (financial system related and service provider related. Remote reading of large power users to be implemented by electrical department as 70% of income is from large meters. Reconsider water charges readings for townships and investigate flat water usage rate due to challenges of provision of water services. |

**Table 100: Financial Services targets as set out in the SDBIP for 2018/19**

| Ref | Strategic Objective          | Municipal KPA   | Programme          | KPI                                             | Unit of Measurement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Baseline        | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                                                                                                                       |                                                                                                                                              |
|-----|------------------------------|-----------------|--------------------|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------|------------------------------|--------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
|     |                              |                 |                    |                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |               | Target                       | Actual | R | Reason for deviation                                                                                                                                                                                                  | Corrective Measures                                                                                                                          |
| D72 | Increase financial viability | Good Governance | Revenue Management | Contracted services valuation roll (R2,000,000) | Q1: Monitor the re-valuation of properties in line with land use changes approved by PED, ensure capturing of new values on financial system, monitor expenditure (25%)<br>Q2: Monitor the re-valuation of properties in line with land use changes approved by PED ensure capturing of new values on financial system, monitor expenditure (50%)<br>Q3: Monitor the re-valuation of properties in line with land use changes approved by PED ensure capturing of new values on financial system, monitor expenditure (75%)<br>Q4: Monitor the re-valuation of properties in line with land use changes approved by PED ensure capturing of new values on financial system, monitor expenditure (100%) | New Measurement | 100%          | 100%                         | 75.04% | ○ | No Ad Hoc valuation requests June 19, monthly maintenance contract invoices not yet received for June 2019. Budget R2,100,000 expenses R 437,341.79 = 20.82%. Acquiring of GIS system did not realize as anticipated. | Request re-valuation of properties in line with land use changes approved by PED. Monthly fixed contract for maintaining the valuation roll. |

**Table 100: Financial Services targets as set out in the SDBIP for 2018/19**

| Ref  | Strategic Objective                                         | Municipal KPA    | Programme        | KPI                                                                            | Unit of Measurement                                          | Baseline        | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                                             |                                                                                                          |
|------|-------------------------------------------------------------|------------------|------------------|--------------------------------------------------------------------------------|--------------------------------------------------------------|-----------------|---------------|------------------------------|--------|---|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
|      |                                                             |                  |                  |                                                                                |                                                              |                 |               | Target                       | Actual | R | Reason for deviation                                                                                                                        | Corrective Measures                                                                                      |
| D78  | Optimise and sustain infrastructure investment and services | Service Delivery | Asset Management | R-value spent on maintenance of electricity infrastructure as % of asset value | Percentage                                                   | 4%              | 2%            | 2%                           | 9.84%  | B | Electricity network maintenance prioritized as this is main stream of income.<br>Maintenance cost = 48,492,552<br>Asset value = 492,891,800 | Increased maintenance ensure service delivery                                                            |
| D79  | Optimise and sustain infrastructure investment and services | Service Delivery | Asset Management | R-value spent on maintenance of municipal buildings as % of asset value        | Percentage                                                   | New measurement | 7.50%         | 7.50%                        | 11.60% | B | Building maintenance = R1,381,601<br>Asset value = R 11,910,585                                                                             | Buildings need to be kept in good and save order.                                                        |
| D80  | Optimise and sustain infrastructure investment and services | Service Delivery | Asset Management | R-value spent on maintenance of roads as % of asset value                      | Percentage                                                   | New measurement | 2.10%         | 2.10%                        | 5.27%  | B | Maintenance value = R 33,564,822<br>Asset value = R 636,370,594                                                                             | Roads infrastructure needs urgent attention, many potholes to be repaired and gravel roads to be graded. |
| D81  | Optimise and sustain infrastructure investment and services | Service Delivery | Asset Management | R-value spent on maintenance of the fleet as % of asset value                  | Percentage                                                   | New measurement | 32.50%        | 32.50%                       | 64.76% | B | Vehicles was replaced, cost to repair exceed value                                                                                          | Vehicles replaced rather than repaired                                                                   |
| D157 | Improve access to sustainable and affordable services       | Service Delivery | Fleet Management | Purchase of Crane for Electrical Engineering                                   | Q3: Delivery of Heavy duty crane completed (100%)<br>Q4: N/a | New project     | 100%          | 100%                         | 100%   | G |                                                                                                                                             |                                                                                                          |

**Table 100: Financial Services targets as set out in the SDBIP for 2018/19**

| Ref  | Strategic Objective                                         | Municipal KPA    | Programme         | KPI                                                                         | Unit of Measurement                                                                                                                                                                                                                    | Baseline        | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                                                                                                    |                                                                                                                 |
|------|-------------------------------------------------------------|------------------|-------------------|-----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------|------------------------------|--------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
|      |                                                             |                  |                   |                                                                             |                                                                                                                                                                                                                                        |                 |               | Target                       | Actual | R | Reason for deviation                                                                                                                                                                               | Corrective Measures                                                                                             |
| D183 | Optimise and sustain infrastructure investment and services | Service Delivery | Asset Management  | Replacement of Existing Air conditioners in Municipal Buildings (in phases) | Q1: Identify faulty aircons and prioritise (10%)<br>Q2: Procurement of airconditioners (20%)<br>Q3: Installation of airconditioners in progress (60%)<br>Q4: Replacement of 4 Air conditioners in Municipal Buildings completed (100%) | New project     | 100%          | 100%                         | 100%   | G | No deviation, target achieved                                                                                                                                                                      |                                                                                                                 |
| D224 | Increase financial viability                                | Good Governance  | Budget management | % MIG funding spent                                                         | Percentage                                                                                                                                                                                                                             | 100%            | 100%          | 100%                         | 92.54% | O | Some of the MIG claims could not be paid in June 2019 because the MIG expenditure in the system was already 100% while the PMU reports submitted to COGHSTA indicated the total expenditure of 92% | MIG vote to be used for projects which are listed in the COGHSTA MIG Implementation Plan for the financial year |
| D226 | Improve access to sustainable and affordable services       | Service Delivery | Fleet Management  | % of availability of Fleet.                                                 | Percentage                                                                                                                                                                                                                             | New Measurement | 60%           | 60%                          | 57.97% | O | Annual performance was affected by non-reporting for August and October 2018. No deviation for reported months.                                                                                    | Consistent monthly reporting                                                                                    |
| D296 | Improve access to sustainable and affordable services       | Service Delivery | Fleet Management  | Purchase 9 LDV's (4x4) for Electrical dept                                  | Q3: n/a<br>Q4: Procurement and delivery of 4 LDVs for Electrical Engineering completed (100%)                                                                                                                                          | New Project     | 100%          | 100%                         | 100%   | G | No deviation                                                                                                                                                                                       | Not required                                                                                                    |

## Chapter 3

| <b>Table 101: Employees -Financial Services</b> |                    |                         |                     |                    |                         |                     |
|-------------------------------------------------|--------------------|-------------------------|---------------------|--------------------|-------------------------|---------------------|
| <b>Job level</b>                                | <b>2017/18</b>     |                         |                     | <b>2018/19</b>     |                         |                     |
|                                                 | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> |
| Level 0-3                                       | 6                  | 6                       | 0%                  | 6                  | 6                       | 0%                  |
| Level 4-6                                       | 24                 | 14                      | 42%                 | 24                 | 14                      | 42%                 |
| Level 7-9                                       | 50                 | 30                      | 40%                 | 50                 | 26                      | 48%                 |
| Level 10-15                                     | 0                  | 0                       | 0%                  | 0                  |                         |                     |
| Level 16-17                                     | 3                  | 2                       | 33%                 | 3                  | 2                       | 33%                 |
| <b>Total</b>                                    | <b>83</b>          | <b>52</b>               | <b>37%</b>          | <b>83</b>          | <b>48</b>               | <b>42.16%</b>       |

The operational expenditure budget and actual figures overspend mainly as a result of the R111 million overspending on provision for Bad Debts and depreciation journals, which are a non-cash items.

| <b>Table 102: Financial Performance 2017/18 for Financial Services (R'000)</b> |                |                 |                          |                |                 |
|--------------------------------------------------------------------------------|----------------|-----------------|--------------------------|----------------|-----------------|
| <b>Detail</b>                                                                  | <b>2017/18</b> | <b>2018/19</b>  |                          |                |                 |
|                                                                                | <b>Actual</b>  | <b>Budgeted</b> | <b>Adjustment Budget</b> | <b>Actual</b>  | <b>Variance</b> |
| <b>Total Operational Revenue</b>                                               | <b>473 881</b> | <b>473,881</b>  | <b>450,216</b>           | <b>450,216</b> | <b>509,885</b>  |
| Expenditure:                                                                   |                |                 |                          |                |                 |
| Employees                                                                      | 32 893         | 32,893          | 44,124                   | 44,124         | 38,003          |
| Repairs & Maintenance                                                          | 31             | 31              | 295                      | 295            | 32              |
| Other                                                                          | 163 413        | 163,413         | 57,069                   | 61,569         | 141,626         |
| <b>Total Operational Expenditure</b>                                           | <b>196 337</b> | <b>196,337</b>  | <b>101,489</b>           | <b>105,989</b> | <b>179,661</b>  |
| <b>Net Operational (Service) Expenditure</b>                                   | <b>277 545</b> | <b>277,544</b>  | <b>348,727</b>           | <b>344,227</b> | <b>330,224</b>  |

### 3.21 HUMAN RESOURCE SERVICES

The main priorities of the HR services in the period under review were filling of critical positions and to implement training interventions to ensure improvement in the performance of the organisation. During the period under review a total of 16 new employees were appointed and 8 were promoted.

The Works Skills Plan which guided training interventions was successfully implemented. A total of 237 employees were enrolled to various training programmes in the 2018/19 financial year.

| <b>Table 103: Employees - Human Resource Services</b> |             |                  |              |             |                  |               |
|-------------------------------------------------------|-------------|------------------|--------------|-------------|------------------|---------------|
| Job level                                             | 2017/18     |                  |              | 2018/19     |                  |               |
|                                                       | No of Posts | Positions Filled | Vacancy rate | No of Posts | Positions Filled | Vacancy rate  |
| Level 0-3                                             | 1           | 1                | 0%           | 1           | 1                | 0%            |
| Level 4-6                                             | 10          | 7                | 30%          | 10          | 6                | 40%           |
| Level 7-9                                             | 4           | 2                | 50%          | 4           | 2                | 50%           |
| Level 10-15                                           | 3           | 2                | 33%          | 3           | 2                | 33%           |
| Level 16-17                                           |             |                  |              |             |                  |               |
| <b>Total</b>                                          | <b>18</b>   | <b>12</b>        | <b>33%</b>   | <b>18</b>   | <b>11</b>        | <b>38.88%</b> |

Some of the vacant positions reflected in **Table 103** are critical for the Human Resources Services to provide support to the organisation. The position of Performance Management Officer, required for provision of support when performance management system would be implemented for the entire organisation. The future objective review of the organisational structure would assist in determining the exact number of employees required for the division.

| <b>Table 104: Financial Performance 2018/19: Human Resource Services (R'000)</b> |                 |                 |                   |                 |                |
|----------------------------------------------------------------------------------|-----------------|-----------------|-------------------|-----------------|----------------|
| Detail                                                                           | 2017/18         | 2018/19         |                   |                 |                |
|                                                                                  | Actual          | Budgeted        | Adjustment Budget | Actual          | Variance       |
| <b>Total Operational Revenue</b>                                                 |                 |                 |                   |                 | <b>636</b>     |
| Expenditure:                                                                     |                 |                 |                   |                 |                |
| Employees                                                                        | 7 286           | 7,286           | 9,584             | 9,584           | 5,342          |
| Repairs & Maintenance                                                            |                 |                 | 5                 | 5               |                |
| Other                                                                            | 2 818           | 2,818           | 4,658             | 4,658           | 4,214          |
| <b>Total Operational Expenditure</b>                                             | <b>10 104</b>   | <b>10,104</b>   | <b>14,247</b>     | <b>14,247</b>   | <b>9,556</b>   |
| <b>Net Operational (Service) Expenditure</b>                                     | <b>(10 104)</b> | <b>(10,104)</b> | <b>(14,247)</b>   | <b>(14,247)</b> | <b>(8,920)</b> |

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**Table 105: Human Resource Management targets as set out in the SDBIP for 2018/19**

| Ref | Strategic Objective                                                | Municipal KPA   | Programme                 | KPI                                                                                                                        | Unit of Measurement | Baseline | Annual Target | Year-To-Date As At June 2019 |        |    |                                                                                                                                              |                                                                                                |
|-----|--------------------------------------------------------------------|-----------------|---------------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------|----------|---------------|------------------------------|--------|----|----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
|     |                                                                    |                 |                           |                                                                                                                            |                     |          |               | Target                       | Actual | R  | Reason for deviation                                                                                                                         | Corrective Measures                                                                            |
| D83 | Attract and retain best human capital to become employer of choice | Good Governance | Human Resource Management | % Staff turnover                                                                                                           | Percentage          | 3.50%    | 6.60%         | 6.60%                        | 6.61%  | G2 | The turnover percentage is acceptable given employees go on pension and others pass on. Resignations contributed far less in the percentage. | None as the circumstances are largely unavoidable.                                             |
| D84 | Attract and retain best human capital to become employer of choice | Good Governance | Human Resource Management | # of people from employment equity target groups employed in the 3 highest levels of management in compliance with EE plan | Number              | 27       | 27            | 27                           | 31.5   | G2 | None as target is met                                                                                                                        | None as target is met.                                                                         |
| D85 | Attract and retain best human capital to become employer of choice | Good Governance | Human Resource Management | % Employees that are female                                                                                                | Percentage          | 38.85    | 35%           | 35%                          | 39.92% | G2 | None as target met.                                                                                                                          | None as target met.                                                                            |
| D86 | Attract and retain best human capital to become employer of choice | Good Governance | Human Resource Management | % Employees that are youth                                                                                                 | Percentage          | 19.31%   | 35%           | 35%                          | 17.18% | R  | The decrease is due to age progression.                                                                                                      | That Panel members must adhere to EE Plan approved for Council.                                |
| D87 | Attract and retain best human capital to become employer of choice | Good Governance | Human Resource Management | % Employees that are disabled                                                                                              | Percentage          | 2.20%    | 2.2           | 2.2                          | 2.7    | G2 | None as the target is met.                                                                                                                   | None                                                                                           |
| D94 | Effective and Efficient administration                             | Good Governance | Human Resource Management | % of personnel budget spent                                                                                                | Percentage          | 89.04%   | 100%          | 100%                         | 87.78% | B  | Savings were made on account a number of vacancies not filled due to cash flow challenges and less expenditure on other personnel items.     | Improvement of revenue would enable the institution to rapidly fill budgeted vacant positions. |

**Table 105: Human Resource Management targets as set out in the SDBIP for 2018/19**

| Ref  | Strategic Objective                                                | Municipal KPA    | Programme                      | KPI                                                                      | Unit of Measurement | Baseline        | Annual Target | Year-To-Date As At June 2019 |        |     |                                                                                                                                                                                                                                                                                              |                                                                        |
|------|--------------------------------------------------------------------|------------------|--------------------------------|--------------------------------------------------------------------------|---------------------|-----------------|---------------|------------------------------|--------|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
|      |                                                                    |                  |                                |                                                                          |                     |                 |               | Target                       | Actual | R   | Reason for deviation                                                                                                                                                                                                                                                                         | Corrective Measures                                                    |
| D103 | Effective and Efficient administration                             | Good Governance  | Occupational Health and Safety | # of OHS inspections conducted                                           | Number              | New Measurement | 140           | 140                          | 83     | R   | The inspection were revisited due to non- implementation of findings which is due to budget limitation.                                                                                                                                                                                      | That budget must be allocated for OHS Compliance areas.                |
| D114 | Attract and retain best human capital to become employer of choice | Good Governance  | Human Resource Management      | # of Sect 56/57 positions vacant for more than 3 months                  | Number              | 3               | 0             | 0                            | 0      | N/A |                                                                                                                                                                                                                                                                                              |                                                                        |
| D116 | Develop and build skilled and knowledgeable workforce              | Service Delivery | Capacity building and Training | # of senior managers complying with the minimum competency levels (MFMP) | Number              | 5               | 7             | 7                            | 5      | R   | The Municipal Manager is currently enrolled on the programme and waiting for results. Director Corporate Services completed and he is waiting for the certificate.                                                                                                                           | That the certificate for competency certificate be issued.             |
| D117 | Develop and build skilled and knowledgeable workforce              | Service Delivery | Capacity building and Training | Work place skills plan submitted to LGSETA by 30 Apr                     | Number              | 1               | 1             | 1                            | 1      | G   |                                                                                                                                                                                                                                                                                              |                                                                        |
| D118 | Develop and build skilled and knowledgeable workforce              | Service Delivery | Capacity building and Training | % of municipal budget spent on implementing the Work Place Skills Plan   | Percentage          | 0.20%           | 1%            | 1%                           | 0.85%  | O   | An error was committed in determining of the target, 1 percent of the total personnel budget of turned into the KPI as provided for by the Skills Development Act which made the target unrealistic because budgeted amount for training was less than the 1% of the total personnel budget. | A realistic target need be to set for the future.                      |
| D119 | Develop and build skilled and knowledgeable workforce              | Service Delivery | Labour Relations               | # of Local Labour Forum meetings                                         | Number              | 6               | 12            | 12                           | 6      | R   | Labour Union requested postponement on scheduled LLF meeting.                                                                                                                                                                                                                                | That both management and labour union must adhere to the LLF schedule. |

**Table 105: Human Resource Management targets as set out in the SDBIP for 2018/19**

| Ref  | Strategic Objective                                                | Municipal KPA   | Programme                 | KPI                                                                                 | Unit of Measurement | Baseline | Annual Target | Year-To-Date As At June 2019 |        |   |                                                               |                     |
|------|--------------------------------------------------------------------|-----------------|---------------------------|-------------------------------------------------------------------------------------|---------------------|----------|---------------|------------------------------|--------|---|---------------------------------------------------------------|---------------------|
|      |                                                                    |                 |                           |                                                                                     |                     |          |               | Target                       | Actual | R | Reason for deviation                                          | Corrective Measures |
| D155 | Attract and retain best human capital to become employer of choice | Good Governance | Human Resource Management | # of employees with technical skills/capacity (engineers & technicians - EED & ESD) | Number              | 17       | 20            | 20                           | 59     | B | None as target met                                            | None as target met  |
| D273 | Attract and retain best human capital to become employer of choice | Good Governance | Human Resource Management | # of employees with spatial planning capacity                                       | Number              | 5        | 5             | 5                            | 5      | G | None as all five employees have capacity for spatial planning | None                |

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### 3.22 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The Information Technology (IT) Division is responsible for the management of ICT Services in the Greater Tzaneen Municipality under the Corporate Services Department. Major roles of IT Division are to:

- Align IT with Services with the GTM's Business Objectives;
- Foster compliance with IT Standards, Frameworks, best practices and other related legislations and requirements;
- Manage Enterprise wide IT Risks and deliver services in accordance with Council's business requirements.

**The following where achieved during the financial year:**

- Installation of new ICT Server infrastructure
- Firewall
- Implementation of Disaster Recovery Plan (installation off site back storage)
- Installation of new network switches
- Revamp of Local Area Network

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**Table 106: Information Technology targets as set out in the SDBIP for 2018/19**

| Ref  | Strategic Objective                    | Municipal KPA   | Programme              | KPI                                                                | Unit of Measurement                                                                                                                                                     | Baseline        | Annual Target | Year-To-Date As At June 2019 |        |   |                                                                                                                                         |                                                                                                                                             |
|------|----------------------------------------|-----------------|------------------------|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------|------------------------------|--------|---|-----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
|      |                                        |                 |                        |                                                                    |                                                                                                                                                                         |                 |               | Target                       | Actual | R | Reason for deviation                                                                                                                    | Corrective Measures                                                                                                                         |
| D96  | Effective and Efficient administration | Good Governance | Information Technology | # Of ICT Steering Committee Meetings                               | Number                                                                                                                                                                  | New KPI         | 4             | 4                            | 4      | G | ICT Steering committee meeting held on the 14th June 2019                                                                               |                                                                                                                                             |
| D97  | Effective and Efficient administration | Good Governance | Information Technology | Internet services procured by 30 Dec                               | Number                                                                                                                                                                  | New KPI         | 1             | 1                            | 1      | G |                                                                                                                                         |                                                                                                                                             |
| D99  | Effective and Efficient administration | Good Governance | Information Technology | Leasing of Desktops and Laptops & Councillor Tablets               | Q1: Develop Specifications, procurement process concluded (90%)<br>Q2: Delivery of desktops (160) and laptops (60) completed                                            | New Project     | 100%          | 100%                         | 90%    | O | The service provider could not meet the section 32 regulation.                                                                          | The Leasing of Desktops and laptops will be re-advertised                                                                                   |
| D100 | Effective and Efficient administration | Good Governance | Information Technology | Leasing and installation of Network switches, Routers and Firewall | Q1: Develop Specifications, procurement process concluded (90%) Q2: Delivery of network switches (20) and Routers & Firewall (9) completed                              | New Project     | 100%          | 100%                         | 100%   | G |                                                                                                                                         |                                                                                                                                             |
| D101 | Effective and Efficient administration | Good Governance | Information Technology | Leasing and installation of Servers                                | Q1: Develop Specifications, procurement process concluded (90%) Q2: Delivery and installation of 2 servers completed                                                    | New Project     | 100%          | 100%                         | 100%   | G |                                                                                                                                         |                                                                                                                                             |
| D288 | Effective and Efficient administration | Good Governance | Information management | MSCOA equipment and programmes                                     | Q1: Not applicable this quarter, Q2: Source quotations. (10%), Q3: Procurement of MSCOA equipment (server, computers) finalised (100%), Q4: Not applicable this quarter | Not implemented | 100%          | 100%                         | 40%    | R | The R350 000 allocated to GTEDA was not enough for implementation of MSCOA, SEBATA quoted GTEDA R1 millions of which GTEDA didn't have. | GTM was requested to include GTEDA in its plans for the implementation of MSCOA. GTEDA staff attended introductory training offered by GTM. |

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| <b>Table 107: Employees - Information Technology Services</b> |                         |                         |                     |                    |                         |                     |
|---------------------------------------------------------------|-------------------------|-------------------------|---------------------|--------------------|-------------------------|---------------------|
| <b>Job level</b>                                              | <b>2017/18</b>          |                         |                     | <b>2018/19</b>     |                         |                     |
|                                                               | <b>Positions Filled</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> |
| Level 0-3                                                     | 1                       | 1                       | 1                   | 1                  | 0                       | 100%                |
| Level 4-6                                                     | 2                       | 2                       | 2                   | 2                  | 2                       | 0%                  |
| Level 7-9                                                     | 3                       | 3                       | 3                   | 3                  | 3                       | 0%                  |
| Level 10-15                                                   | 0                       | 0                       | 0                   |                    |                         |                     |
| Level 16-17                                                   | 0                       | 0                       | 0                   |                    |                         |                     |
| <b>Total</b>                                                  | <b>6</b>                | <b>6</b>                | <b>6</b>            | <b>6</b>           | <b>5</b>                | <b>16.16 %</b>      |

There was only one vacancy within IT services (refer to **Table 107**), however additional technician positions should be considered, to accommodate the workforce of the municipality and satellite offices when the organisational structure is reviewed.

| <b>Table 108: Financial Performance 2018/19: Information Technology Services (R'000)</b> |                 |                 |                          |                 |                 |
|------------------------------------------------------------------------------------------|-----------------|-----------------|--------------------------|-----------------|-----------------|
| <b>Detail</b>                                                                            | <b>2017/18</b>  |                 | <b>2018/19</b>           |                 |                 |
|                                                                                          | <b>Actual</b>   | <b>Budgeted</b> | <b>Adjustment Budget</b> | <b>Actual</b>   | <b>Variance</b> |
| <b>Total Operational Revenue</b>                                                         |                 |                 |                          | <b>111</b>      | <b>(111)</b>    |
| Expenditure:                                                                             |                 |                 |                          |                 |                 |
| Employees                                                                                | 4,500           | 4,769           | 4,769                    | 4,345           | <b>424</b>      |
| Repairs & Maintenance                                                                    | 1,010           | 511             | 511                      | 222             | <b>289</b>      |
| Other                                                                                    | 5,576           | 10,636          | 10,636                   | 6,031           | <b>4,605</b>    |
| <b>Total Operational Expenditure</b>                                                     | <b>11,086</b>   | <b>15,916</b>   | <b>15,916</b>            | <b>10,598</b>   | <b>5,317</b>    |
| <b>Net Operational (Service) Expenditure</b>                                             | <b>(11,086)</b> | <b>(15,916)</b> | <b>(15,916)</b>          | <b>(10,487)</b> | <b>(5,428)</b>  |

### 3.23 LEGAL SERVICES

The Legal Services unit manages and administers litigation flow; progress and finalisation for the whole Municipality. The Division perform drafting of service level agreements, memorandums of

understanding, lease agreements, legal opinions, policies and By-laws of the Municipality. The Division further represent the Municipality in different Courts within South Africa.

| <b>Table 109: Litigations handled during 2018/19</b> |                                             |                        |                                                     |                                      |
|------------------------------------------------------|---------------------------------------------|------------------------|-----------------------------------------------------|--------------------------------------|
| <b>Type of legal case</b>                            | <b>Name of Case</b>                         | <b>Date Registered</b> | <b>Status at 30 June '18</b>                        | <b>Total Cost to Council to date</b> |
| Damage to Property                                   | Letaba Pakkers vs GTM                       | 2017                   | The matter is still pending in the Magistrate Court | R 671 617.60                         |
| Breach of a contract                                 | Malunga Tax Consultant vs GTM               | 2016                   | The matter is still pending in the High Court       | R1 158 228.50                        |
| Unlawful termination of a contract                   | Siphiwe Engineering and Technologies vs GTM | 2017                   | The matter is pending in the High Court             | R665 191.64                          |
| Insurance Claim                                      | C Van Der Merwe vs GTM                      | 2017                   | The matter is pending in the High Court             | R 444 811.83                         |
| Damage to property                                   | Maria Malatji vs GTM                        | 2015                   | The matter is pending in the High Court.            | R0.00                                |
| Damage to property                                   | Bernado Tounge vs GTM                       | 2015                   | The matter is pending in the High.                  | R0.00                                |
| Unlawful termination of contract                     | Hlimbyi Trading Enterprise vs GTM           | 2015                   | The matter is pending in the High Court.            | R0.00                                |
| Loss of support                                      | Makoma Phomi Hlokwe vs GTM                  | 2019                   | The matter is pending in the High Court             | R0.00                                |
| Breach of contract for service rendered              | Sima Silver Lodge vs GTM                    | 2019                   | The matter is pending in the High Court             | R0.00                                |
| Breach of contract                                   | Bravospan 252 CC vs GTM                     | 2018                   | The matter is pending in the High Court             | R1 074 854.78                        |

| <b>Table 109: Litigations handled during 2018/19</b> |                                   |                        |                                           |                                      |
|------------------------------------------------------|-----------------------------------|------------------------|-------------------------------------------|--------------------------------------|
| <b>Type of legal case</b>                            | <b>Name of Case</b>               | <b>Date Registered</b> | <b>Status at 30 June '18</b>              | <b>Total Cost to Council to date</b> |
| Breach of Contract                                   | GTM vs Tshiamiso                  | 2019                   | The matter is pending in High Court.      | R1 234 231.30                        |
| Labour Dispute                                       | SAMWU OBO<br>Norah Lion vs<br>GTM | 2019                   | The matter is pending in the Labour Court | R113 072.50                          |

| <b>Table 110: Contract Management for 2018/19</b> |                                  |                                 |                                                       |
|---------------------------------------------------|----------------------------------|---------------------------------|-------------------------------------------------------|
| <b>No of Service Providers appointed</b>          | <b>No of Contracts concluded</b> | <b>No of Contracts extended</b> | <b>No of Contracts Withdrawn by Service Providers</b> |
| 23                                                | 6                                | 0                               | 01                                                    |

The municipality has no dedicated contract management unit but the number of contracts entered into for 2018/19 is presented in **Table 110**. Formal applications to hold public service delivery protests are processed through GTM and listed in **Table 111**.

| <b>Table 111: Service Delivery protests 2018/19</b> |                             |                                                              |                                 |                                      |
|-----------------------------------------------------|-----------------------------|--------------------------------------------------------------|---------------------------------|--------------------------------------|
| <b>Date</b>                                         | <b>Stakeholder/Ward</b>     | <b>Reason for protest</b>                                    | <b>Office Protested against</b> | <b>Approved / Not Approved</b>       |
| 24 May 2018                                         | SACTWU                      | Service Delivery                                             | Mayor's Office                  | Not Approved                         |
| 16 June 2018                                        | Mbhekwana DBGIM Church      | Education                                                    | Mayor's Office                  | Not approved                         |
| 11 July 2018                                        | Makgoba Youth Structure     | Failure to attend to a submitted Memorandum                  | Mayor's Office                  | Not Approved but settled internally. |
| 25 August 2018                                      | Evangelical Lutheran Church | Women and Children Abuse                                     | N/A                             | Approved                             |
| 3 September 2018                                    | Sasekani CPF                | Against bail application of a criminal gang in the community | N/A                             | Approved                             |

| <b>Table 111: Service Delivery protests 2018/19</b> |                                 |                                                           |                                 |                                     |
|-----------------------------------------------------|---------------------------------|-----------------------------------------------------------|---------------------------------|-------------------------------------|
| <b>Date</b>                                         | <b>Stakeholder/Ward</b>         | <b>Reason for protest</b>                                 | <b>Office Protested against</b> | <b>Approved / Not Approved</b>      |
| 26 September 2018                                   | SACTWU                          | Service Delivery                                          | National                        | Approved                            |
| 25 September 2018                                   | COSATU                          | Challenges that worker's face                             | National                        | Not Approved                        |
| 12 October 2018                                     | ANC – Bonfire Maponya Branch    | Women and Children Abuse                                  | N/A                             | Approved                            |
| 10 October 2018                                     | Mopani Concerned Residents      | Unfair Labour Practice                                    | MM                              | Not Approved                        |
| 16 October 2018                                     | COSATU                          | Challenges that worker's face                             | National                        | Approved                            |
| 05 April 2019                                       | ANCWL                           | Women and children abuse                                  | National                        | Not Approved                        |
| 26 March 2019                                       | COSATU                          | May Day Rally                                             | National                        | Approved                            |
| 27 April 2019                                       | Tzaneen Community Forum         | Connection with the Jesus March                           | N/A                             | Approved                            |
| 19 January 2019                                     | BA-KGAGA BA Maake Royal Council | Protest March Hand over Memorandum                        | N/A                             | Approved                            |
| 31 January 2019                                     | EFF                             | Complain of Fees at Public schools                        | N/A                             | Not Approved but Settled internally |
| 08 February 2019                                    | ANC Karel Makwala Branch C.P.F  | Picketing against granting of bail                        | N/A                             | Approved                            |
| 15 February 2019                                    | ANC Kerek Makwala Branch C.P.F  | Salary dispute                                            | N/A                             | March Cancelled                     |
| 19 August 2019                                      | Community members               | Don't drink and drive, arrive alive                       | Mayor's Office                  | Approved                            |
| 27 September 2019                                   | Concerned Groups                | Service Delivery                                          | Office of the Speaker           | Approved                            |
| 04 October 2019                                     | ANC Women's League              | Gender based Violence March against women and child abuse | Speakers office                 | Approved                            |
| 4 October 2019                                      | LEPHEPANE Women's League        | Gender based Violence March against women and child abuse | N/A                             | Approved                            |

| <b>Table 111: Service Delivery protests 2018/19</b> |                                       |                           |                                 |                                                            |
|-----------------------------------------------------|---------------------------------------|---------------------------|---------------------------------|------------------------------------------------------------|
| <b>Date</b>                                         | <b>Stakeholder/Ward</b>               | <b>Reason for protest</b> | <b>Office Protested against</b> | <b>Approved / Not Approved</b>                             |
| 16 October 2019                                     | EFF                                   | Service Delivery          | N/A                             | Approved                                                   |
| 14 October 2019                                     | Section D Residents Association       | Present a Memorandum      | N/A                             | Not Approved                                               |
| 25 October 2019                                     | Community March Origination Committee | Service Delivery          | N/A                             | Not Approved/ but they did March to the Municipal Building |

| <b>Table 112: Employees – Legal Services</b> |                    |                         |                     |                    |                         |                     |
|----------------------------------------------|--------------------|-------------------------|---------------------|--------------------|-------------------------|---------------------|
| <b>Job level</b>                             | <b>2017/18</b>     |                         |                     | <b>2018/19</b>     |                         |                     |
|                                              | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> | <b>No of Posts</b> | <b>Positions Filled</b> | <b>Vacancy rate</b> |
| Level 0-3                                    | 1                  | 0                       | 100%                | 1                  | 1                       | 0%                  |
| Level 4-6                                    | 3                  | 1                       | 67%                 | 3                  | 0                       | 100%                |
| Level 7-9                                    | 1                  | 1                       | 0%                  | 1                  | 1                       | 0%                  |
| Level 10-15                                  |                    |                         |                     |                    |                         |                     |
| Level 16-17                                  |                    |                         |                     |                    |                         |                     |
| <b>Total</b>                                 | <b>5</b>           | <b>2</b>                | <b>60%</b>          | <b>5</b>           | <b>2</b>                | <b>60%</b>          |

Council passed resolution on Legal Tariffs to control the expenditure which attorneys and advocates can charge the Municipality to scale down the legal fees. Settlement of disputes and avoidance of legal disputes, before they reach litigation stage, may also contribute in scaling down the amount of legal expenditure paid by the Municipality.

## Chapter 3

**Table 113: Legal support targets as set out in the SDBIP for 2018/19**

| Ref | Municipal KPA   | Strategic Objective                    | Programme     | KPI                                                          | Unit of Measurement | Baseline | Annual Target | Year-To-Date As At June 2019 |        |   |                                                  |                                                         |
|-----|-----------------|----------------------------------------|---------------|--------------------------------------------------------------|---------------------|----------|---------------|------------------------------|--------|---|--------------------------------------------------|---------------------------------------------------------|
|     |                 |                                        |               |                                                              |                     |          |               | Target                       | Actual | R | Reason for deviation                             | Corrective Measures                                     |
| D9  | Good Governance | Effective and Efficient administration | Legal support | % SLAs signed within 10 days after acceptance of appointment | Percentage          | 79.17    | 100%          | 100%                         | 91.67% | 0 | The was delay caused by connecting bid documents | The service provider initialled the bill of quantities. |

Legal services overspent due to the various litigations against Council.

| <b>Table 114: Financial Performance 2018/19: Legal Services (R'000)</b> |                 |                 |                   |                 |                |
|-------------------------------------------------------------------------|-----------------|-----------------|-------------------|-----------------|----------------|
| Detail                                                                  | 2017/18         | 2018/19         |                   |                 |                |
|                                                                         | Actual          | Budgeted        | Adjustment Budget | Actual          | Variance       |
| <b>Total Operational Revenue</b>                                        |                 |                 |                   |                 |                |
| Expenditure:                                                            |                 |                 |                   |                 |                |
| Employees                                                               | 2,196           | 2,394           | 2,394             | 1,370           | <b>1,024</b>   |
| Repairs & Maintenance                                                   |                 |                 |                   |                 |                |
| Other                                                                   | 17,072          | 10,435          | 14,935            | 20,800          | <b>(5,865)</b> |
| <b>Total Operational Expenditure</b>                                    | <b>19,268</b>   | <b>12,829</b>   | <b>17,329</b>     | <b>22,170</b>   | <b>(4,841)</b> |
| <b>Net Operational (Service) Expenditure</b>                            | <b>(19,268)</b> | <b>(12,829)</b> | <b>(17,329)</b>   | <b>(22,170)</b> | <b>4,841</b>   |

## Chapter 3

### COMPONENT I: ORGANISATIONAL PERFORMANCE SCORECARD

The full Annual Performance Report for 2018/19 is included as [Annexure E](#).

**CHAPTER 4 – ORGANISATIONAL DEVELOPMENT & PERFORMANCE MANAGEMENT**

The organizational development function aims to develop and review organizational structure annually, in terms of section 66 of Municipal System Act 2000, coordinate the development of job descriptions/profiles, and conduct job evaluation using a prescribed TASK software. Greater Tzaneen Municipality, jointly with SALGA is conducting job evaluation process for equal pay of equal work. And this is a multi-year process which involves other municipalities and is anticipated to be complete by 2020. The organisational structure was minimally reviewed in 2018/19. It is however acknowledged that a thorough review will have to be undertaken using the services of independent expert to arrive at an objective Organisational structure.

**COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL**

**4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES**

The municipality has a total number of 1446 positions in the organogram, however, only 646 positions were filled at the end of period under review. Positions at the most senior levels were completely filled in early 2018. The minimal turnover experienced in the organisation was attributed to retirement and resignations.

| Department (functions)                                                                                 | 2017/18         | 2018/19            |                 |                 |          |
|--------------------------------------------------------------------------------------------------------|-----------------|--------------------|-----------------|-----------------|----------|
|                                                                                                        | No of Employees | Approved positions | No of Employees | No of Vacancies | % Vacant |
| <b>Engineering Services</b> (Roads& Stormwater, Water & Sanitation, PMU, Building & Fleet Maintenance) | 157             | 605                | 150             | 455             | 75.20%   |
| <b>Electrical Services</b>                                                                             | 102             | 182                | 102             | 80              | 43.95%   |

| <b>Table 115: Employee turnover 2018/19</b>                                                                                                           |                        |                           |                        |                        |                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|---------------------------|------------------------|------------------------|-----------------|
| <b>Department (functions)</b>                                                                                                                         | <b>2017/18</b>         | <b>2018/19</b>            |                        |                        |                 |
|                                                                                                                                                       | <b>No of Employees</b> | <b>Approved positions</b> | <b>No of Employees</b> | <b>No of Vacancies</b> | <b>% Vacant</b> |
| <b>Community Services</b> (Waste management, Libraries, Parks & Cemeteries, Sports & Recreation, Environmental Health & HIV/AIDS, Licensing, Traffic) | 250                    | 426                       | 252                    | 174                    | 40.84%          |
| <b>Planning &amp; Economic Development</b> (LED, Town Planning, Housing, Youth, Gender & Disability)                                                  | 19                     | 33                        | 19                     | 14                     | 42.42%          |
| <b>Chief Financial Officer</b> (Expenditure, Revenue, Financial Services and budgeting, Supply Chain Management)                                      | 53                     | 84                        | 53                     | 31                     | 36.90%          |
| <b>Corporate Services</b> (Legal, Communication, Archives & Records, HR, Public Participation & IT, Council Admin Support)                            | 52                     | 80                        | 49                     | 31                     | 38.75%          |
| <b>Municipal Manager</b> (Disaster Management, Internal Audit, IDP, Performance Management)                                                           | 13                     | 28                        | 16                     | 12                     | 42.85%          |
| <b>Office of the Mayor</b> (Administration and Special Programs)                                                                                      | 5                      | 8                         | 5                      | 3                      | 37.5%           |
| <b>Total</b>                                                                                                                                          | <b>651</b>             | <b>1446</b>               | <b>646</b>             | <b>800</b>             | <b>55.32%</b>   |

Many of the vacancies at the managerial levels are due to an organisational structure which unfortunately cannot be entirely funded. This is why a rigorous review of the structure is going to be undertaken in 2019/2020 to ensure that a realistic organogram is arrived at. A consultant will be engaged to assist in the review process.

| <b>Table 116: Vacancy Rate - managerial (2018/19)</b> |                             |                  |                                                         |
|-------------------------------------------------------|-----------------------------|------------------|---------------------------------------------------------|
| <b>Designation</b>                                    | <b>Total Approved posts</b> | <b>Vacancies</b> | <b>Variances (as % of total posts in each category)</b> |
| Municipal Manager                                     | 1                           | 0                | 0%                                                      |
| CFO                                                   | 1                           | 0                | 0%                                                      |
| Other Section 57 Posts                                | 5                           | 0                | 0%                                                      |
| Middle Management: Financial (Level 3 & 4)            | 13                          | 3                | 23%                                                     |
| Middle Management: non-Financial (Level 3 & 4)        | 50                          | 24               | 48%                                                     |
| Highly skilled supervision: Financial (Level 5-6)     | 14                          | 4                | 28.57%                                                  |

| <b>Table 116: Vacancy Rate - managerial (2018/19)</b> |                             |                  |                                                          |
|-------------------------------------------------------|-----------------------------|------------------|----------------------------------------------------------|
| <b>Designation</b>                                    | <b>Total Approved posts</b> | <b>Vacancies</b> | <b>Variations (as % of total posts in each category)</b> |
| Highly skilled supervision: Non-Financial (Level 4-6) | 167                         | 90               | 53.89%                                                   |
| <b>Total</b>                                          | <b>251</b>                  | <b>121</b>       | <b>48.20</b>                                             |

Employee turnover has been growing over a period of time as depicted on the table below, the growing turnover rate was not matched by recruitment process because due regard had to be given to cash flow challenges. The 3,40% turnover in 2018/2019 was largely due to retirement and death. The turnover has had a negative impact to the organisation which resulted in limited capacity in some service areas. The shortage of staff has to certain extent contributed more overtime hours.

| <b>Table 117: Employee Turnover rate 2014/15 – 2018/19</b> |                                                                        |                                               |                       |
|------------------------------------------------------------|------------------------------------------------------------------------|-----------------------------------------------|-----------------------|
| <b>Year</b>                                                | <b>Total No of posts filled at the beginning of the financial year</b> | <b>Terminations during the financial year</b> | <b>Turnover Rate*</b> |
| 2014/2015                                                  | 687                                                                    | 41                                            | 5.7                   |
| 2015/2016                                                  | 655                                                                    | 24                                            | 2.7                   |
| 2016/2017                                                  | 659                                                                    | 26                                            | 3.94                  |
| 2017/2018                                                  | 650                                                                    | 43                                            | 6.61                  |
| 2018/2019                                                  | 646                                                                    | 22                                            | 3.40                  |

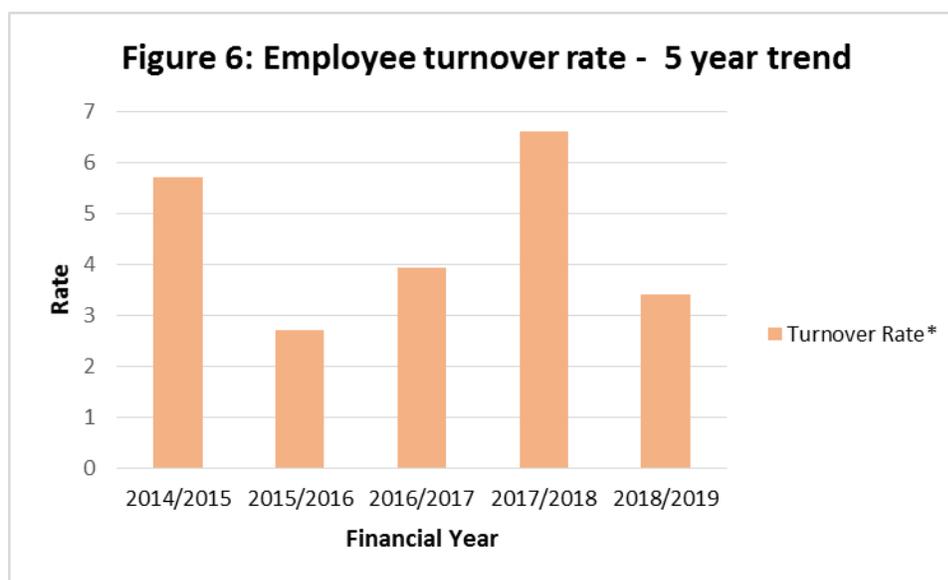


Figure 3 presents the number of employees versus the annual turnover rate showing the impact of the delay in filling vacant posts due to financial constraints.

| Table 118: Employment Equity Plan Progress 30 June 2019 |            |          |          |           |            |          |          |           |                       |
|---------------------------------------------------------|------------|----------|----------|-----------|------------|----------|----------|-----------|-----------------------|
| Occupational Categories Levels                          | Male       |          |          |           | Female     |          |          |           | Total Posts per Level |
|                                                         | African    | Coloured | Indian   | White     | African    | Coloured | Indian   | White     |                       |
| 1                                                       | 1          | 0        | 0        | 0         | 0          | 0        | 0        | 0         | 1                     |
| 2                                                       | 5          | 0        | 0        | 0         | 1          | 0        | 0        | 0         | 6                     |
| 3                                                       | 12         | 0        | 0        | 4         | 11         | 0        | 0        | 3         | 30                    |
| 4                                                       | 9          | 0        | 0        | 2         | 7          | 0        | 0        | 2         | 20                    |
| 5                                                       | 15         | 0        | 0        | 4         | 11         | 0        | 0        | 4         | 34                    |
| 6                                                       | 35         | 0        | 0        | 5         | 19         | 0        | 0        | 4         | 63                    |
| 7                                                       | 5          | 0        | 0        | 0         | 7          | 1        | 1        | 3         | 17                    |
| 8                                                       | 35         | 0        | 0        | 1         | 51         | 0        | 1        | 6         | 94                    |
| 9                                                       | 9          | 0        | 0        | 0         | 8          | 0        | 0        | 1         | 18                    |
| 10                                                      | 7          | 0        | 0        | 0         | 4          | 0        | 0        | 0         | 12                    |
| 11                                                      | 15         | 0        | 0        | 0         | 1          | 0        | 0        | 0         | 16                    |
| 12                                                      | 40         | 0        | 0        | 0         | 3          | 0        | 0        | 0         | 43                    |
| 13                                                      | 14         | 0        | 0        | 0         | 12         | 0        | 0        | 0         | 26                    |
| 14                                                      | 17         | 0        | 1        | 1         | 1          | 0        | 0        | 0         | 20                    |
| 15                                                      | 10         | 0        | 0        | 0         | 2          | 0        | 0        | 0         | 11                    |
| 16                                                      | 28         | 0        | 0        | 0         | 3          | 0        | 0        | 0         | 31                    |
| 17                                                      | 109        | 0        | 0        | 1         | 93         | 0        | 0        | 0         | 203                   |
| <b>TOTAL PERMANENT</b>                                  | <b>367</b> | <b>0</b> | <b>1</b> | <b>18</b> | <b>234</b> | <b>1</b> | <b>2</b> | <b>23</b> | <b>646</b>            |
| <i>Non-permanent employees</i>                          | <b>1</b>   | <b>0</b> | <b>0</b> | <b>0</b>  | <b>0</b>   | <b>0</b> | <b>0</b> | <b>0</b>  | <b>1</b>              |
| <b>TOTAL</b>                                            | <b>368</b> | <b>0</b> | <b>1</b> | <b>18</b> | <b>234</b> | <b>1</b> | <b>2</b> | <b>23</b> | <b>647</b>            |

Council managed to reach a target of 2.4 % on employing people with disabilities, for the financial year. However the need to improve beyond target cannot be overemphasised. Women remain underrepresented in almost all occupational categories.

## COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

Workforce management still has a great room for improvement in the organisation. Efficiency and productivity are matters which require great attention. Issues of workload and required staff, and management of working times are matters amongst others requiring intervention.

### 4.2 POLICIES

GTM reviews its policies regularly to ensure alignment with relevant legislation and the organisational environment. **Table 119** reflects the status of Corporate service related policies.

|    | <b>Name of Policy</b>                         | <b>% Completed</b> | <b>Date adopted by Council (or comment on failure to adopt)</b>                                                                                                                                                                                                                                                                                                                                                      |
|----|-----------------------------------------------|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Career Management and Retention               | 100%               | 29 May 2012 (under review)                                                                                                                                                                                                                                                                                                                                                                                           |
| 2  | Code of Conduct for Employees                 | 100%               | No policy, we use Code of conduct found in the Disciplinary procedure collective agreement of SALGBC                                                                                                                                                                                                                                                                                                                 |
| 3  | Delegations, Authorisation and Responsibility | 100%               | Adopted by Council as A129 of 25 April 2019                                                                                                                                                                                                                                                                                                                                                                          |
| 4  | Disciplinary Code and Procedures              | 100%               | No policy, we use Disciplinary procedure collective agreement of SALGBC                                                                                                                                                                                                                                                                                                                                              |
| 5  | Essential Services                            | 40%                | On hold                                                                                                                                                                                                                                                                                                                                                                                                              |
| 6  | Employee Assistance/ Wellness                 | 100%               | 28 June 2013 (Under review)                                                                                                                                                                                                                                                                                                                                                                                          |
| 7  | Employment Equity                             | 100%               | 31 March 2015 Employment Equity plan                                                                                                                                                                                                                                                                                                                                                                                 |
| 8  | Exit management                               | 0%                 | No policy, it is guided by employment equity act and basic conditions of employment                                                                                                                                                                                                                                                                                                                                  |
| 9  | HIV/AIDS for Employees                        | 50%                | Policy still being drafted                                                                                                                                                                                                                                                                                                                                                                                           |
| 10 | Human Resources Development                   | 100%               | Refer to Training and development Policy                                                                                                                                                                                                                                                                                                                                                                             |
| 11 | Information Technology                        | 50%                | Policies developed awaiting approval in 19/20 <ul style="list-style-type: none"> <li>I. Antivirus Policy</li> <li>II. ICT Equipment Usage Policy</li> <li>III. ICT Account Management Policy</li> <li>IV. Email Acceptable Use Policy</li> <li>V. ICT Password Policy</li> <li>VI. Internet Acceptable Use Policy</li> <li>VII. ICT Incident Management Policy</li> <li>VIII. Mobile Access Device Policy</li> </ul> |

| <b>Table 119: Corporate Services Policies and Plans (2018/19)</b> |                                                            |                    |                                                                                               |
|-------------------------------------------------------------------|------------------------------------------------------------|--------------------|-----------------------------------------------------------------------------------------------|
| <b>Name of Policy</b>                                             |                                                            | <b>% Completed</b> | <b>Date adopted by Council (or comment on failure to adopt)</b>                               |
|                                                                   |                                                            |                    | IX. ICT Change Management Policy<br>X. ICT Security Policy<br>XI. ICT Patch Management Policy |
| 12                                                                | Job Evaluation                                             | 100%               | SALGA Policy                                                                                  |
| 13                                                                | Leave                                                      | 100%               | 31 March 2015 (under review)                                                                  |
| 14                                                                | Occupational Health and Safety                             | 100%               | 28 June 2013 (under review)                                                                   |
| 15                                                                | Official Housing                                           | 100%               | Guided by SALGA                                                                               |
| 16                                                                | Official Journeys                                          | 100%               | May 2019                                                                                      |
| 17                                                                | Bereavement Policy                                         | 100%               | 28 June 2013 (under review)                                                                   |
| 18                                                                | Official Working Hours and overtime                        | 100%               | 31 March 2015 (under review)                                                                  |
| 19                                                                | Organisational Rights                                      | 100%               | Main Collective Agreement.                                                                    |
| 20                                                                | Payroll deductions                                         | 0%                 | Main Collective Agreement.                                                                    |
| 21                                                                | Performance Management and Development                     | 100%               | A29, 28 June 2013 – Revised policy awaiting LLF consideration.                                |
| 22                                                                | Personnel Provisioning                                     | 100%               | EC 2013 06 28: C 2013 06 28- Reviewed policy awaiting LLF consideration                       |
| 23                                                                | Remuneration Scales and Allowances                         | 100%               | Guided by SALGA                                                                               |
| 24                                                                | Sexual Harassment                                          | 100%               | 31 March 2015 (under review)                                                                  |
| 25                                                                | Training and Development                                   | 100%               | 31 March 2015 (under review)                                                                  |
| 26                                                                | Smoking                                                    | 100%               | 31 March 2015 (under review)                                                                  |
| 27                                                                | Special skills                                             | 0%                 | No policy                                                                                     |
| 28                                                                | Work organisation                                          | 0%                 | No policy                                                                                     |
| 29                                                                | Uniforms and Protective Clothing                           | 100%               | Part of OHS Policy                                                                            |
| 30                                                                | Policy on Granting of Bursaries to Employees               | 100%               | Council Resolution A42 of 2018/04/25                                                          |
| 31                                                                | Policy on Temporary Employment of Students                 | 100%               | 31 March 2015 (under review)                                                                  |
| 32                                                                | Anti-Corruption Policy                                     | 100%               | A30 of 18 June 2013                                                                           |
| 33                                                                | Policy for Labour Relations                                | 100%               | SALGBC document                                                                               |
| 34                                                                | Language Policy                                            | 0%                 | No policy                                                                                     |
| 35                                                                | Risk Management Policy                                     | 100%               | A30 of 18 June 2013                                                                           |
| 36                                                                | COIDA                                                      | 100%               | Part of OHS Policy                                                                            |
| 37                                                                | Integrated Performance Monitoring and Evaluation Framework | 100%               | A3 of 25 Jan 2018                                                                             |
| 38                                                                | Records Management Policy                                  | 100%               | Revised Policy adopted as A42 on 24 April 2018                                                |

### 4.3 INJURIES, SICKNESS AND SUSPENSIONS

The number of injuries on duty during 2018/19 is presented in **Table 120**, reflecting a total of 75 days sick leave occurred due to injury-on-duty cases which are higher than the 53 days of the previous year and this increase is as a result of a temporary disabling injury sustained by one employee. This constitutes an increase of 33% of employees who were involved in such incidences.

| Type of Injury                        | Days Injury leave taken | No of employees | % of Employees using sick leave |
|---------------------------------------|-------------------------|-----------------|---------------------------------|
| Required basic medical attention only | 15                      | 24              | 5.19                            |
| Temporary total disablement           | 60                      | 1               | 0.22                            |
| Permanent Disablement                 | 0                       | 0               | 0                               |
| Fatal                                 | 0                       | 0               | 0                               |
| <b>Total</b>                          | <b>75</b>               | <b>25</b>       | <b>5.41</b>                     |

The OHS Section is continuously conducting awareness campaigns regarding safe working conditions and the role that each and every individual can play in limiting the occurrence of injuries-on-duty. The OHS Committees are also used as a platform to propagate a safe working environment. Inspections of workplaces are being conducted throughout the year and where necessary, follow-ups are being done to monitor compliance. During the induction program of new entrants, time is being spent on OHS and EWP matters.

| Designation                                                | Total sick leave (days) | % of sick leave without medical certification | Employees using sick leave* | Estimated cost@ basic salary | Average per job category |
|------------------------------------------------------------|-------------------------|-----------------------------------------------|-----------------------------|------------------------------|--------------------------|
| Unskilled and defined decision making (level 17-15)        | 1842                    | 2.00%                                         | 166                         | R1 067 111-                  | 11.09 days               |
| Semi-skilled - discretionary decision making (level 10-14) | 603                     | 4.64%                                         | 67                          | R460 482-                    | 9 days                   |

| <b>Table 121: Number of days and cost of sick leave (excluding injuries on duty) for 2018/19</b> |                                |                                                      |                                    |                                     |                                 |
|--------------------------------------------------------------------------------------------------|--------------------------------|------------------------------------------------------|------------------------------------|-------------------------------------|---------------------------------|
| <b>Designation</b>                                                                               | <b>Total sick leave (days)</b> | <b>% of sick leave without medical certification</b> | <b>Employees using sick leave*</b> | <b>Estimated cost@ basic salary</b> | <b>Average per job category</b> |
| Skilled, technical and academically qualified workers (7-9)                                      | 1046                           | 6.30%                                                | 101                                | R1 464 189-                         | 10 days                         |
| Professionally qualified and experienced specialists (middle management) level 4-6               | 710                            | 9.86%                                                | 85                                 | R1 293 607-                         | 8.35 days                       |
| Management (level 3)                                                                             | 171                            | 7.01%                                                | 25                                 | R492 663-                           | 6.84 days                       |
| Senior Management (level 0-2)                                                                    | 19                             | 10.52%                                               | 3                                  | R84 474-                            | 6.33 days                       |
| <b>Total</b>                                                                                     | <b>4391</b>                    |                                                      | <b>447</b>                         | <b>R4 862 526-</b>                  |                                 |

**Table 121** represents only normal sick leave taken by employees and not leave necessitated by injury on duty. Only the basic salary was used in the analysis and does not include total cost to council.

| <b>Table 122: Number and Period of Suspensions, 2018/2019</b> |                                                                                                                                                                               |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                       |
|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>Position</b>                                               | <b>Nature of Alleged Misconduct</b>                                                                                                                                           | <b>Date of Suspension</b>       | <b>Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised (as at 30 June '17)</b>                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Date Finalised</b> |
| Superintendent                                                | Unauthorised possession/ theft Involves Municipal Tractor being moved out of the Municipal premise without permission, Allegation of intention to steal the Municipal tractor | 11 <sup>th</sup> September 2018 | <p>Official was placed on precautionary suspension from the 11<sup>th</sup> of September 2018. Precautionary suspension was extended with further three months effectively from the 05/12/2018.</p> <p>Hearing held on the 31/01/2019 chair made a ruling that the suspension will be extended pending the outcome of the hearing.</p> <p>Hearing held on the 24/05/2019, the employer's last witness testified and will be cross-examined on the next seating, hearing postponed 26 June 2019 however the employee rep requested</p> | In Progress           |

| Table 122: Number and Period of Suspensions, 2018/2019                                                                                                                                  |                                                                                                                              |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Position                                                                                                                                                                                | Nature of Alleged Misconduct                                                                                                 | Date of Suspension                   | Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised (as at 30 June '17)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Date Finalised |
|                                                                                                                                                                                         |                                                                                                                              |                                      | postponement, matter postponed <i>sine-die</i> .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                |
| <ul style="list-style-type: none"> <li>• Senior Labourer</li> <li>• Machine Operator</li> <li>• Snr Machine Operator</li> <li>• Senior Labourer</li> <li>• Artisan Assistant</li> </ul> | <p>Wilful and Malicious damage to property</p> <p>Gross dishonesty</p> <p>Case involves attempted theft of copper wires,</p> | the 6 <sup>th</sup> of November 2018 | <p>Case involved 5 officials engaged in a collective misconduct</p> <p>The MM approved the investigation report and appointed both the chairperson and the initiator on the 21/02/2019. Particulars were sent to the initiator for drafting of charges. Charges were drafted and delivered to each official on the 28/03/2019</p> <p>Hearing held on the 08/04/2019 and was postponed on the claim that IMATU and SAMWU representative were not prepared. Hearing postponed to 07/06/2019 and could not be held due to a request for postponement from both unions to 25-26 July 2019.</p> | In Progress    |
| <ul style="list-style-type: none"> <li>• Clerk</li> <li>• Cashier</li> <li>• Principal Clerk</li> </ul>                                                                                 | Theft/negligence of council revenue and Gross Dereliction of duties                                                          | 22/03/2019<br>28/03/2019             | <p>Matter involving three officials</p> <p>Two officials have been given Suspension Letters on the 22/03/2019</p> <p>1 official was given a letter of suspension on the 28/03/2019</p> <p>Their Pre-suspensions were extended with further three months from the 21 June 2019</p>                                                                                                                                                                                                                                                                                                          | In Progress    |

The general **root cause** of reported cases involves officials ignoring adherence to the code of good conduct and the integrity that is expected of them. Efforts are made to address such misconducts including taking corrective measures in the form of subjecting such officials to disciplinary hearings and the severity of the sanctions is always equal the gravity of the offence.

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#### 4.4 PERFORMANCE MANAGEMENT

The GTM policy on individual Performance Management was revised during 2018/19 financial year to allow for the cascading of the system to all employees. The revised policy was however referred back to administration by Council for further consultations with the unions. It should be noted that the cascading of the Individual PMS is dependent on the appointment of a suitably qualified and experienced employee in the Human Resource Division to manage this process. Currently no such capacity exist within the organisation.

## COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

The Greater Tzaneen Municipality accepted legislative requirements of the Skill Development Act 97, 1998 to develop and improve the Skills of the South African workforce in capacitating municipal workforce in performing their functions and exercise their powers in an economic, effective and accountable way. To enhance the workforce in adult education training and learnership programmes that lead to recognized occupational qualifications. For the financial year 2018/2019 an amount of R1 456 800 was allocated for the implementation of the training needs projected and approved. The WSP for 2018/2019 was submitted to LGSeta by 26 April 2018. The bulk of the training funds were spent on the (MFMA) for compliance with the National Treasury's Regulations on Minimum Competency levels. Other training initiatives were therefore limited to:

- Employees projected to be trained was 188
- Actual training 138
- 73.40% of WSP implemented

A summary of the beneficiaries trained during the financial year, per occupational category, is presented in **Table 123**.

| Occupational Categories                 | Male    |          |        |       | Female  |          |        |       | Total |
|-----------------------------------------|---------|----------|--------|-------|---------|----------|--------|-------|-------|
|                                         | African | Coloured | Indian | White | African | Coloured | Indian | White |       |
| Legislators, Snr officials and managers | 34      | 0        | 0      | 0     | 29      | 0        | 0      | 2     | 65    |
| Professionals                           | 12      | 0        | 0      | 1     | 10      | 0        | 0      | 2     | 25    |
| Technicians and associate professionals | 12      | 0        | 0      | 0     | 3       | 0        | 0      | 0     | 15    |
| Clerks                                  | 17      | 0        | 0      | 0     | 11      | 0        | 0      | 0     | 28    |
| Service and sales workers               | 0       | 0        | 0      | 0     | 0       | 0        | 0      | 0     | 0     |
| Skilled agricultural                    | 0       | 0        | 0      | 0     | 0       | 0        | 0      | 0     | 0     |

| <b>Table 123: Training interventions by occupational category, gender and race for 2018/19</b> |                |                 |               |              |                |                 |               |              |              |
|------------------------------------------------------------------------------------------------|----------------|-----------------|---------------|--------------|----------------|-----------------|---------------|--------------|--------------|
| <b>Occupational Categories</b>                                                                 | <b>Male</b>    |                 |               |              | <b>Female</b>  |                 |               |              | <b>Total</b> |
|                                                                                                | <b>African</b> | <b>Coloured</b> | <b>Indian</b> | <b>White</b> | <b>African</b> | <b>Coloured</b> | <b>Indian</b> | <b>White</b> |              |
| and fishery workers                                                                            |                |                 |               |              |                |                 |               |              |              |
| Craft and related trades workers                                                               | 0              | 0               | 0             | 0            | 0              | 0               | 0             | 0            | 0            |
| Plant and machine operators and assemblers                                                     | 2              | 0               | 0             | 0            | 0              | 0               | 0             | 0            | 2            |
| Elementary occupations                                                                         | 2              | 0               | 0             | 0            | 0              | 0               | 0             | 2            | 2            |
| Total Permanent                                                                                | 79             |                 |               | 1            | 53             | 0               | 0             | 0            | 133          |
| Non-permanent employees                                                                        | 3              | 0               | 0             | 0            | 2              | 0               | 0             | 0            | 5            |
| <b>Total</b>                                                                                   | <b>82</b>      | <b>0</b>        | <b>0</b>      | <b>1</b>     | <b>55</b>      | <b>0</b>        | <b>0</b>      | <b>0</b>     | <b>138</b>   |

*Experiential training:* As per approved temporary employment of student policy, the objectives outlined are to afford students a chance to get practical exposure in those directions, which may have application value for them and to optimise their services to the benefit of Council and the student. Forty Five (45) learners were appointed in different kinds of departments to gain experience for the final year, to acquire their qualifications. The students are paid a stipend of R1 500.00 per month as per the Policy on Temporary Employment of Students.

The following (see **Table 124**) is comprehensive data of learners who were assisted through the experiential programme in the Municipality to acquire their qualifications for the 2018/2019 financial year:

| <b>Table 124: Students trained through experiential programme (2018/19)</b> |                               |                               |                      |                         |
|-----------------------------------------------------------------------------|-------------------------------|-------------------------------|----------------------|-------------------------|
| <b>No</b>                                                                   | <b>Surname &amp; initials</b> | <b>Stream/qualification</b>   | <b>Department</b>    | <b>Period</b>           |
| 1                                                                           | M Munyayi                     | N6 Public Management          | Budget and Treasury  | 2019/02/11- 2020/31/08  |
| 2                                                                           | TW Lejoku                     | N6 Human Resources Management | Corporate Services   | 2018/06/01 – 2019/11/30 |
| 3                                                                           | P Moredi                      | N6 Public Management          | Engineering Services | 2019/04/01- 2021/03/31  |
| 4                                                                           | NI Matlanato                  | N6 Financial                  | Budget And Treasury  | 2019/02/11 - 2020/31/08 |

| <b>Table 124: Students trained through experiential programme (2018/19)</b> |                               |                               |                                   |                         |
|-----------------------------------------------------------------------------|-------------------------------|-------------------------------|-----------------------------------|-------------------------|
| <b>No</b>                                                                   | <b>Surname &amp; initials</b> | <b>Stream/qualification</b>   | <b>Department</b>                 | <b>Period</b>           |
|                                                                             |                               | Management                    |                                   |                         |
| 5                                                                           | PG Maake                      | N6 Public Management          | Budget And Treasury               | 2019/03/01 – 2020/08/31 |
| 6                                                                           | CM Motloutsi                  | N6 Human Resources Management | Corporate Services                | 2019/05/01 – 2020/10/31 |
| 7                                                                           | MC Selepe                     | N6 Plant Operation            | Engineering Services              | 2018/04/01 – 2021/03/31 |
| 8                                                                           | K Sekgobela                   | N6 Plant Operation            | Budget And Treasury               | 2019/02/11 - 2020/31/08 |
| 9                                                                           | MA Mahlo                      | N6 Plant Operation            | Engineering Services              | 2019/04/01 -2021/03/31  |
| 10                                                                          | MC Masinamela                 | N6 Plant Operation            | Engineering Services              | 2018/04/01 - 2021/03/31 |
| 11                                                                          | TT Davids                     | N6 Human Resources Management | Corporate Services                | 2019/03/01 - 2020/08/31 |
| 12                                                                          | RM Mokwena                    | N6 Plant Operation            | Engineering Services              | 2019/04/01 - 31/03/2021 |
| 13                                                                          | T KGLATLE                     | N6 Human Resources Management | Corporate Services                | 2018/02/01 – 2019/07/31 |
| 14                                                                          | LJ Phaladi                    | N6 Plant Operation            | Engineering Services              | 2019/04/01 - 31/03/2021 |
| 15                                                                          | KG Maenetje                   | N6 Plant Operation            | Engineering Services              | 2017/09/01 -2019/08/31  |
| 16                                                                          | T Senyolo                     | N6 Public Management          | Budget And Treasury               | 2018/02/01 – 2019/07/31 |
| 17                                                                          | V Ngobeni                     | N6 Human Resources Management | Office of the Municipal Manager   | 2018/02/01 – 2019/07/31 |
| 18                                                                          | LB Mashatola                  | N6 Public Management          | Corporate Services                | 2017/08/01 - 2019/01/31 |
| 19                                                                          | K Mathute                     | N6 Public Management          | Corporate Services                | 2017/08/01 - 2019/01/31 |
| 20                                                                          | KL Letsoalo                   | N6 Business Administration    | Budget And Treasury               | 2019/02/11 – 2019/03/10 |
| 21                                                                          | MD Makgothokgo                | N6 Public Management          | Corporate Services                | 2017/07/01 – 2019/01/31 |
| 22                                                                          | TS Malepe                     | N6 Plant Operation            | Engineering Services              | 2017/07/01 – 2019/01/31 |
| 23                                                                          | M Makumbila                   | N6 Public Management          | Planning And Economic Development | 2017/07/01 – 2019/01/31 |
| 24                                                                          | K Letsoalo                    | N6 Human Resources Management | Corporate Services                | 2017/07/01 – 2018/12/31 |
| 25                                                                          | MS Maponya                    | N6 Human Resources Management | Corporate Services                | 2017/04/01 – 2018/10/31 |
| 26                                                                          | A Fungene                     | BA Communications             | Corporate Services                | 2019/11/01 – 2018/10/31 |
| 27                                                                          | MG Mathekga                   | Plumbing                      | Engineering Services              | 2018/09/01 – 2019/02/28 |

| <b>Table 124: Students trained through experiential programme (2018/19)</b> |                               |                                             |                      |                         |
|-----------------------------------------------------------------------------|-------------------------------|---------------------------------------------|----------------------|-------------------------|
| <b>No</b>                                                                   | <b>Surname &amp; initials</b> | <b>Stream/qualification</b>                 | <b>Department</b>    | <b>Period</b>           |
| 28                                                                          | W Mkhari                      | N6 Human Resources Management               | Corporate Services   | 2018/06/01 - 2019/11/30 |
| 29                                                                          | HM Ndzobela                   | N6 Public Management                        | Community Services   | 2018/05/01 – 2018/07/31 |
| 30                                                                          | G Makhubele                   | N6 Public Management                        | Community Services   | 2018/05/01 – 2018/07/31 |
| 31                                                                          | MK Pilusa                     | N6 Public Management                        | Community Services   | 2018/05/01 – 2018/07/31 |
| 32                                                                          | P Masingi                     | N6 Public Management                        | Community Services   | 2018/05/01 – 2018/07/31 |
| 33                                                                          | DG Mukhari                    | N6 Public Management                        | Community Services   | 2018/05/01 – 2018/07/31 |
| 34                                                                          | DS Malema                     | N6 Public Management                        | Budget and Treasury  | 2017/09/01 - 2018/12/31 |
| 35                                                                          | KC Magale                     | Level 4 Information Technology              | Corporate Services   | 2019/03/01 – 2019/10/31 |
| 36                                                                          | B Seerane                     | Civil Engineering and Building Construction | Engineering Services | 2019/03/01 – 2019/10/31 |
| 37                                                                          | C Shivambu                    | Civil Engineering and Building construction | Engineering Services | 2019/03/01 – 2019/10/31 |
| 38                                                                          | N Thuketana                   | Marketing Level 3                           | Corporate Services   | 2019/03/01 – 2019/10/31 |
| 39                                                                          | PW Makhubele                  | N6 Public Management                        | Corporate Services   | 2019/03/01 – 2019/10/31 |
| 40                                                                          | P Nkwini                      | N6 Business Management                      | Budget and Treasury  | 2019/03/01 – 2019/10/31 |
| 41                                                                          | BP Ramaphoko                  | N6 Office Administration                    | Budget and Treasury  | 2019/03/01 – 2019/10/31 |
| 42                                                                          | MM Mangena                    | N6 Human Resources Management               | Corporate Services   | 2019/03/01 – 2019/10/31 |
| 43                                                                          | TS Pilusa                     | N6 Human Resources Management               | Corporate Services   | 2019/03/01 – 2019/10/31 |
| 44                                                                          | BD Mbhalati                   | N6 Public Management                        | Corporate Services   | 2019/03/01 – 2019/10/31 |
| 45                                                                          | ME Kgwata                     | N6 Management Assistant                     | Corporate Services   | 2019/03/01 – 2019/10/31 |

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### 4.5 SKILLS DEVELOPMENT AND TRAINING

| <b>Table 125: Skills Matrix</b>            |        |                                      |                                                                    |                     |                     |                                         |                     |                     |                         |                     |                     |              |                     |                     |
|--------------------------------------------|--------|--------------------------------------|--------------------------------------------------------------------|---------------------|---------------------|-----------------------------------------|---------------------|---------------------|-------------------------|---------------------|---------------------|--------------|---------------------|---------------------|
| Management level                           | Gender | Employees in post as at 30 June 2019 | Number of skilled employees required and actual as at 30 June 2019 |                     |                     |                                         |                     |                     |                         |                     |                     |              |                     |                     |
|                                            |        |                                      | Learnerships                                                       |                     |                     | Skills programmes & other short courses |                     |                     | Other forms of training |                     |                     | Total        |                     |                     |
|                                            |        |                                      | No.                                                                | Actual 30 June 2018 | Actual 30 June 2019 | Target 19/20                            | Actual 30 June 2018 | Actual 30 June 2019 | Target 19/20            | Actual 30 June 2018 | Actual 30 June 2019 | Target 19/20 | Actual 30 June 2018 | Actual 30 June 2019 |
| MM and S57                                 | Female | 1                                    | 0                                                                  | 0                   | 0                   | 1                                       | 1                   | 0                   | 0                       | 0                   | 0                   | 1            | 1                   | 0                   |
|                                            | Male   | 6                                    | 0                                                                  | 0                   | 0                   | 0                                       | 2                   | 0                   | 0                       | 0                   | 0                   | 0            | 2                   | 0                   |
| Councillors, senior officials and managers | Female | 47                                   | 0                                                                  | 0                   | 0                   | 10                                      | 31                  | 20                  | 0                       | 0                   | 0                   | 10           | 31                  | 20                  |
|                                            | Male   | 54                                   | 0                                                                  | 0                   | 0                   | 12                                      | 34                  | 15                  | 0                       | 0                   | 0                   | 12           | 34                  | 15                  |
| Technicians and associate professionals    | Female | 37                                   | 0                                                                  | 0                   | 0                   | 11                                      | 3                   | 11                  | 0                       | 0                   | 0                   | 11           | 3                   | 11                  |
|                                            | Male   | 43                                   | 0                                                                  | 0                   | 0                   | 19                                      | 12                  | 10                  | 0                       | 0                   | 0                   | 19           | 12                  | 10                  |
| Professionals                              | Female | 39                                   | 0                                                                  | 0                   | 0                   | 14                                      | 12                  | 10                  | 0                       | 0                   | 0                   | 14           | 12                  | 10                  |
|                                            | Male   | 46                                   | 0                                                                  | 0                   | 0                   | 6                                       | 13                  | 7                   | 0                       | 0                   | 0                   | 6            | 13                  | 7                   |
| Sub total                                  | Female | 122                                  | 0                                                                  | 0                   | 0                   | 36                                      | 47                  | 41                  | 0                       | 0                   | 0                   | 36           | 47                  | 41                  |
|                                            | Male   | 149                                  | 0                                                                  | 0                   | 0                   | 37                                      | 61                  | 32                  | 0                       | 0                   | 0                   | 37           | 61                  | 32                  |
| <b>Total</b>                               |        | <b>273</b>                           | <b>0</b>                                                           | <b>0</b>            | <b>0</b>            | <b>73</b>                               | <b>108</b>          | <b>73</b>           | <b>0</b>                | <b>0</b>            | <b>0</b>            | <b>73</b>    | <b>108</b>          | <b>73</b>           |

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It must be noted that the bulk of the money for training was utilised to fund the MFMP programme as per legislation (See **Table 126** for progress made in this regard).

| <b>Table 126: Financial Competency Development: Progress Report (2018/19)*</b> |                                                                                            |                                                                       |                                                                                                               |                                                                                               |
|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| <b>Description</b>                                                             | <b>A. Total number of officials employed by Municipality (Regulation 14(4)(a) and (c))</b> | <b>Competency assessments completed (Regulation 14(4)(b) and (d))</b> | <b>Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))</b> | <b>Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))</b> |
| <b>Financial Officials</b>                                                     |                                                                                            |                                                                       |                                                                                                               |                                                                                               |
| <i>Accounting officer</i>                                                      | 01                                                                                         | 01                                                                    | 01                                                                                                            | 01                                                                                            |
| <i>Chief financial officer</i>                                                 | 01                                                                                         | 01                                                                    | 01                                                                                                            | 01                                                                                            |
| <i>Senior managers</i>                                                         | 05                                                                                         | 05                                                                    | 05                                                                                                            | 05                                                                                            |
| <i>Any other financial officials</i>                                           | 47                                                                                         | 35                                                                    | 0                                                                                                             | 35                                                                                            |
| <b>Supply Chain Management Officials</b>                                       |                                                                                            |                                                                       |                                                                                                               |                                                                                               |
| <i>Heads of supply chain management units</i>                                  | 01                                                                                         | 01                                                                    | 0                                                                                                             | 01                                                                                            |
| <i>Supply chain management senior managers</i>                                 | 0                                                                                          | 0                                                                     | 0                                                                                                             | 0                                                                                             |
| <b>TOTAL</b>                                                                   | <b>55</b>                                                                                  | <b>43</b>                                                             | <b>7</b>                                                                                                      | <b>43</b>                                                                                     |

The training needs request are annually submitted by various departments, in order to develop Workplace Skills Plan (WSP) as per requirements of the Skill Development Act (Act 97 of 1998). The training interventions for the financial year 2018/19 are tabled for reference (see **Table 127**). The cash flow also affected the implementation of the WSP/ training plan.

| <b>Table 127: Training interventions during 2018/19</b> |                                              |                             |                                               |                                         |                                |
|---------------------------------------------------------|----------------------------------------------|-----------------------------|-----------------------------------------------|-----------------------------------------|--------------------------------|
| <b>No</b>                                               | <b>Course Name</b>                           | <b>Type of Intervention</b> | <b>Occupational Category</b>                  | <b>Department</b>                       | <b>No of Employees Trained</b> |
| 1                                                       | Labour Law – disciplinary processes          | Short Course                | Manager                                       | Community Services                      | 01                             |
| 2                                                       | Supply chain management process              | Short Course                | Manager                                       | Community Services                      | 01                             |
| 3                                                       | MSCOA Financial system                       | Skills Programme            | Manager                                       | Community Services                      | 01                             |
| 4                                                       | Microsoft PowerPoint                         | Skills Programme            | Manager                                       | Community Services                      | 01                             |
| 5                                                       | Supply Chain Management Process              | Short Course                | Manager                                       | Corporate Services                      | 01                             |
| 6                                                       | Communication and presentation skills        | Skills Programme            | Professionals and Clerical Support            | Corporate Services                      | 04                             |
| 7                                                       | Strategic Planning and Change Management     | Short Course                | Professional                                  | Corporate Services                      | 01                             |
| 8                                                       | Moderator Training                           | Short Course                | Clerical Support                              | Corporate Services                      | 01                             |
| 9                                                       | Employment Equity Training                   | Short Course                | All Occupational Categories                   | All Departments                         | 35                             |
| 10                                                      | Certified Chief Information Security Officer | Skills Programme            | Professional                                  | Corporate Services                      | 01                             |
| 11                                                      | Certified Network Defender                   | Skills Programme            | Professional                                  | Corporate Services                      | 01                             |
| 12                                                      | CCNA (CISCO) Certified Network Admin         | Skills Programme            | Professional                                  | Corporate Services                      | 01                             |
| 13                                                      | COBIT Foundation                             | Skills Programme            | Professional                                  | Corporate Services                      | 01                             |
| 14                                                      | Compata Network +                            | Skills Programme            | Technicians and Associates , Clerical Support | Corporate Services                      | 02                             |
| 15                                                      | Compata Security+                            | Skills Programme            | Technicians and Associates , Clerical Support | Corporate Services                      | 02                             |
| 16                                                      | ITIL (Foundation & Practitioner)             | Skills Programme            | Professionals                                 | Corporate Services                      | 01                             |
| 17                                                      | Advanced Records Management                  | Short Course                | Professionals                                 | Corporate Services                      | 01                             |
| 18                                                      | Customer care                                | Short Course                | Professionals , Clerical Support              | Corporate Services, Community Services. | 04                             |
| 19                                                      | Operating Regulations for                    | Skills                      | Technicians and                               | Electrical Services                     | 10                             |

| <b>Table 127: Training interventions during 2018/19</b> |                                   |                             |                                                                        |                                                                                                                      |                                |
|---------------------------------------------------------|-----------------------------------|-----------------------------|------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|--------------------------------|
| <b>No</b>                                               | <b>Course Name</b>                | <b>Type of Intervention</b> | <b>Occupational Category</b>                                           | <b>Department</b>                                                                                                    | <b>No of Employees Trained</b> |
|                                                         | High voltage system(ORHVS)        | Programme                   | Associates                                                             |                                                                                                                      |                                |
| 20                                                      | Line inspection                   | Skills Programme            | Technicians and Associates                                             | Electrical Services                                                                                                  | 10                             |
| 21                                                      | Library Outreach and marketing    | Short Course                | Professionals , Clerical Support                                       | Community Services                                                                                                   | 13                             |
| 22                                                      | Microsoft Excel                   | Skills Programme            | Professionals , Clerical Support                                       | Community Services                                                                                                   | 02                             |
| 23                                                      | Report Writing                    | Short Course                | Professionals                                                          | Community Services                                                                                                   | 01                             |
| 24                                                      | MFMA Training                     | Learnership                 | Managers, Professionals , Technicians and Associates, Clerical Support | Corporate Services, Office of the Mayor , Office of the Municipal Manager, Engineering Services, Budget and Treasury | 29                             |
| 25                                                      | Protocol Training for Councillors | Short course                | Legislators (Councillors)                                              | Office of the Mayor                                                                                                  | 58                             |

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**Table 128: Skills Development Expenditure (R'000) for 2018/19**

| Management level                                                                             | Gender | Employees as at the beginning of the financial year | Original Budget and Actual Expenditure on skills development 2018/2019 |                 |                                         |                   |                         |                 |                   |                   |
|----------------------------------------------------------------------------------------------|--------|-----------------------------------------------------|------------------------------------------------------------------------|-----------------|-----------------------------------------|-------------------|-------------------------|-----------------|-------------------|-------------------|
|                                                                                              |        |                                                     | Learnerships                                                           |                 | Skills programmes & other short courses |                   | Other forms of training |                 | Total             |                   |
|                                                                                              |        |                                                     | No.                                                                    | Original Budget | Actual                                  | Original Budget   | Actual                  | Original Budget | Actual            | Original Budget   |
| Top management (level 0-2)                                                                   | Female | 1                                                   | 0                                                                      | 0               | R35 000                                 | R44 348           | 0                       | 0               | R35 000           | R44 348           |
|                                                                                              | Male   | 6                                                   | 0                                                                      | 0               | R60 000                                 | R49 674           | 0                       | 0               | R60 000           | R49 674           |
| Senior Management (level 3)                                                                  | Female | 16                                                  | 0                                                                      | 0               | R80000                                  | R 20 000          | 0                       | 0               | R80000            | R 20 000          |
|                                                                                              | Male   | 15                                                  | 0                                                                      | 0               | R30 800                                 | R20 700           | 0                       | 0               | R30 800           | R20 700           |
| Professionally qualified and experienced specialists (middle management) level 4-6           | Female | 75                                                  | 0                                                                      | 0               | R110 000                                | R100 870          | 0                       | 0               | R110 000          | R100 870          |
|                                                                                              | Male   | 90                                                  | 0                                                                      | 0               | R690 969                                | R489 235          |                         | 0               | R690 969          | R489 235          |
| Skilled, technical and academically qualified workers (7-10)                                 | Female | 61                                                  | 0                                                                      | 0               | R70 000                                 | R70 000           | 0                       | 0               | R70 000           | R70 000           |
|                                                                                              | Male   | 47                                                  | 0                                                                      | 0               | R55 000                                 | R55 000           | 0                       | 0               | R55 000           | R55 000           |
| Semi-skilled - discretionary decision making (level 10-15)                                   | Female | 47                                                  | 0                                                                      | 0               | R29 000                                 | R20 809           | 0                       | 0               | R29 000           | R20 809           |
|                                                                                              | Male   | 94                                                  | 0                                                                      | 0               | R150 000                                | R90 000           | 0                       | 0               | R150 000          | R90 000           |
| Unskilled and defined decision making (level 16-17)                                          | Female | 88                                                  | 0                                                                      | 0               | R70016                                  | R20 002           | 0                       | 0               | R70016            | R20 002           |
|                                                                                              | Male   | 110                                                 | 0                                                                      | 0               | R76015                                  | R20 002           | 0                       | 0               | R76015            | R20 002           |
| Sub total                                                                                    | Female | 288                                                 | 0                                                                      | 0               | R394016                                 | R276 029          | 0                       | 0               | R394016           | R276 029          |
|                                                                                              | Male   | 362                                                 | 0                                                                      | 0               | R106 2784                               | R724 611          | 0                       | 0               | R106 2784         | R724 611          |
| <b>Total</b>                                                                                 |        |                                                     |                                                                        |                 | <b>R1 456 800</b>                       | <b>R1 000 640</b> | <b>0</b>                | <b>0</b>        | <b>R1 456 800</b> | <b>R1 000 640</b> |
| *% and *R value of municipal salaries (original budget) allocated for workplace skills plan. |        |                                                     |                                                                        |                 |                                         |                   |                         |                 | <b>0.52%</b>      | R1 456 800        |

## COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

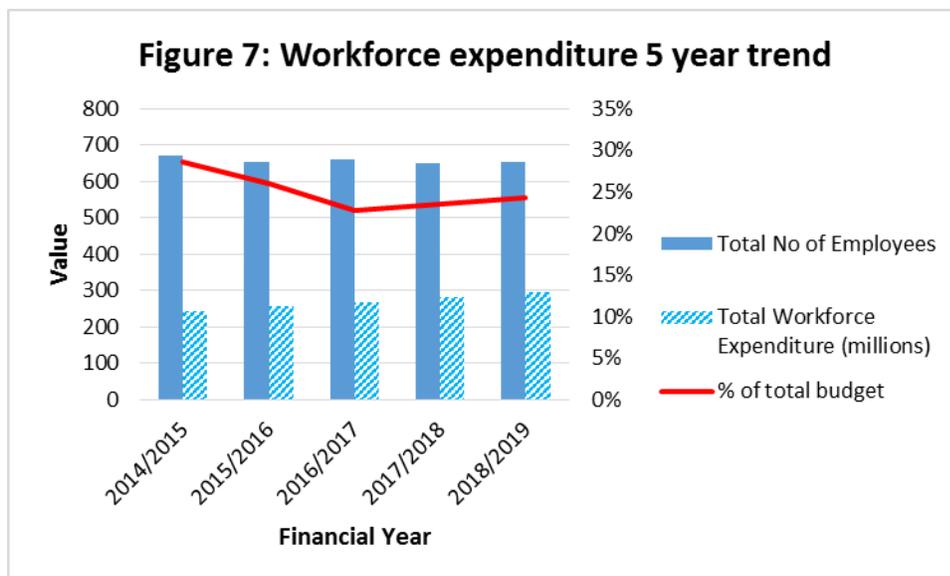
It is important that thorough planning is undertaken to ensure that workforce or personnel expenditure is within available resources and should not be such that mandate areas of Council are compromised. Endeavours are made to synergise and integrate organogram reviews with both the IDP and Budget Processes to ensure alignment. Council experiences high expenditure on overtime, which erode much needed financial resources. Mechanisms have been put in place to reduce overtime to acceptable levels. Initiatives are at their early stages to develop performance management system which will ensure that the municipality derive maximum value for money from the personnel expenditure.

## 4.6 EMPLOYEE EXPENDITURE

**Table 129** below presents the expenditure on the workforce during the past 5 years. Although the total number of employees have remained fairly constant during this period the expenditure on the workforce did increase due to annual salary increases.

| Year      | Total No of Employees | Total Workforce Expenditure | % of total budget |
|-----------|-----------------------|-----------------------------|-------------------|
| 2014/2015 | 671                   | 244 723 266                 | 28.65%            |
| 2015/2016 | 655                   | 258 534 208                 | 26.06%            |
| 2016/2017 | 661                   | 267 338 994                 | 22.76%            |
| 2017/2018 | 651                   | 282 016 266                 | 23.58%            |
| 2018/2019 | 655                   | 295 232 455                 | 24.35%            |

As can be seen in **Figure 7** the workforce expenditure, as a percentage of the total operational budget, showed a steady decline during 14/15 to 16/17 but started to increase again from 17/18 even though the number of employees remained stable throughout.



The Job Evaluation process is not yet finalised and therefore no positions were upgraded during 2018/19 (see **Table 130**).

**Table 130: Number of employees whose salaries were increased due to their positions being upgraded during 2018/19**

| Beneficiaries                                                                      | Gender | Total    |
|------------------------------------------------------------------------------------|--------|----------|
| Senior management (level 0-2)                                                      | Female | 0        |
|                                                                                    | Male   | 0        |
| Management (level 3)                                                               | Female | 0        |
|                                                                                    | Male   | 0        |
| Professionally qualified and experienced specialists (middle management) level 4-6 | Female | 0        |
|                                                                                    | Male   | 0        |
| Skilled, technical and academically qualified workers (7-10)                       | Female | 0        |
|                                                                                    | Male   | 0        |
| Semi-skilled - discretionary decision making (level 10-15)                         | Female | 0        |
|                                                                                    | Male   | 0        |
| Unskilled and defined decision making (level 16-17)                                | Female | 0        |
|                                                                                    | Male   | 0        |
| <b>Total</b>                                                                       |        | <b>0</b> |

**Table 131: Financial Interests declared 2018/19**

|   | Position               | Name          | Description of Financial Interest                                                                                                                                                                |
|---|------------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Manager Stores & Fleet | AJJ Le Grange | <ul style="list-style-type: none"> <li>25% Paradise Road Investments Farming and Hunting</li> <li>Heeltevrede Trust IT 000162/2011</li> <li>Employment and Remuneration at Letaba FET</li> </ul> |

**Table 131: Financial Interests declared 2018/19**

|    | Position                       | Name         | Description of Financial Interest                                                                                                                                                                                                                                                                                                             |
|----|--------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                                |              | (Council Member)                                                                                                                                                                                                                                                                                                                              |
| 2  | Senior Clerk                   | L Le Grange  | <ul style="list-style-type: none"> <li>• Heeltevrede Trust IT 00162/2011</li> <li>• Owner Lushof22 Receive (Rental Income)</li> </ul>                                                                                                                                                                                                         |
| 3  | Senior Accountant              | AN Mathebula | <ul style="list-style-type: none"> <li>• Relative doing Business with Council (Pastor)</li> </ul>                                                                                                                                                                                                                                             |
| 4  | Senior Accountant              | MM Shirinda  | <ul style="list-style-type: none"> <li>• Interest in Property CO-Owner Stand 2506 Nkowankowa B</li> </ul>                                                                                                                                                                                                                                     |
| 5  | Assistant Accountant           | CN Brummer   | <ul style="list-style-type: none"> <li>• Interest in Property CO-Owner Stand 578/2x6</li> </ul>                                                                                                                                                                                                                                               |
| 6  | Assistant Accountant           | MA Ramaphoko | <ul style="list-style-type: none"> <li>• Financial Interest - Forever Living Products</li> </ul>                                                                                                                                                                                                                                              |
| 7  | Municipal Manager              | BS Matlala   | <ul style="list-style-type: none"> <li>• Investment in Property</li> </ul>                                                                                                                                                                                                                                                                    |
| 8  | Manager Risk Manager           | MM Mpyana    | <ul style="list-style-type: none"> <li>• Member of Closed Corporation - Oak Shade Trading and Projects</li> <li>• Financial Interest Thibu Tax Consulting</li> </ul>                                                                                                                                                                          |
| 9  | Executive Secretary            | M Arjoon     | <ul style="list-style-type: none"> <li>• <u>Interest in the following Properties:</u></li> <li>• 11 Maritz Street Aqua Park,</li> <li>• 427 Clover Road Shakaskraal,</li> <li>• 186 Dhalia Road Shakaskraal (Plot)</li> </ul>                                                                                                                 |
| 10 | Performance Management Officer | FM Human     | <ul style="list-style-type: none"> <li>• Financial Interest - Rental Income</li> <li>• <u>Interest in the following Property:</u></li> <li>• 4 Mahaju Crecent Tzangeni Residence</li> <li>• Lushof 197 Tzaneen</li> <li>• <u>Pension / Provident Fund:</u></li> <li>• PPS Annuity</li> <li>• Sanlam Annuity</li> </ul>                        |
| 11 | IDP Officer                    | JHC Mkhari   | <ul style="list-style-type: none"> <li>• <u>Shares and Securities:</u></li> <li>• Telkom SA LTD</li> <li>• Mpfumo Holdings</li> <li>• Mkhari JHC Accountants</li> <li>• <u>Membership Close corporation:</u></li> <li>• MGM Legal ALD</li> <li>• <u>Directorship:</u></li> <li>• Mpfuno Holdings</li> <li>• Mkhari JHC Accountants</li> </ul> |
| 12 | Compliance Officer             | XP Sibisi    | <ul style="list-style-type: none"> <li>• Interest Rivisi Family Trust</li> <li>• Spouse is doing Business with Council</li> </ul>                                                                                                                                                                                                             |
| 13 | Director Engineering Services  | CW Molokomme | <ul style="list-style-type: none"> <li>• <u>Shares and Securities:</u></li> <li>• Open Fields Poultry</li> <li>• <u>Membership of any Close Corporation:</u></li> <li>• Bezalel Engineering Solutions</li> <li>• Bezalel Projects &amp; Consulting</li> <li>• Duzigyn CC</li> </ul>                                                           |

**Table 131: Financial Interests declared 2018/19**

|    | Position                     | Name         | Description of Financial Interest                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----|------------------------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                              |              | <ul style="list-style-type: none"> <li>• <u>Directorship:</u></li> <li>• Family Circles in Africa (FCIA)</li> <li>• <u>Partnership:</u></li> <li>• Bezalel/Kwenamol CC for Property at 66 Small Street, JHB</li> <li>• <u>Employment and Remuneration:</u></li> <li>• Sitting Allowance Board Meeting FCIA</li> <li>• <u>Interest Property:</u></li> <li>• 10 Ster Malan Tzaneen</li> <li>• 26 Harry Dillay Tzaneen</li> <li>• 19 Agatha Street Tzaneen (Flat)</li> <li>• 91 Cilliers Street Makhadu</li> <li>• <u>Pension / Provident Fund:</u></li> <li>• Metropolitan</li> </ul> |
| 14 | Manager Roads & Stormwater   | HO Tshisevhe | <ul style="list-style-type: none"> <li>• Shares and Securities -100% Sani Creation</li> <li>• Directorship - Sani Creation</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 15 | Manager Maintenance Services | ML Mahayi    | <ul style="list-style-type: none"> <li>• <u>Shares and Securities the following Companies:</u></li> <li>• Board Member of Golden Acres Home Owners non-profit Organisation.</li> <li>• Rental Income Own Property</li> </ul>                                                                                                                                                                                                                                                                                                                                                        |
| 16 | Foreman                      | NF Nkwini    | <ul style="list-style-type: none"> <li>• Interest in Taxi Business</li> <li>• <u>Interest Property:</u></li> <li>• Apartment at Wild Fig, Koedoe Street Hoedspruit 1380</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                  |
| 17 | Workshop Handyman            | MP Makwela   | <ul style="list-style-type: none"> <li>• Director Peney Trading</li> <li>• Membership close corporation – Peney Trading.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 18 | Superintendent               | AS Jacobs    | <ul style="list-style-type: none"> <li>• Property - Own House</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 19 | Superintendent               | AP Dique     | <ul style="list-style-type: none"> <li>• Pension / Provident Fund (Sanlam)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 20 | Engineering Technician       | RK Dikgale   | <ul style="list-style-type: none"> <li>• <u>Shares and Securities:</u></li> <li>• Letabe General Services</li> <li>• <u>Interest Following Trust:</u></li> <li>• Bokome Development Trust Fund</li> <li>• <u>Directorship:</u></li> <li>• Letabe General Services</li> <li>• <u>Financial Interest any Business Undertaking:</u></li> <li>• Moseetako Funerals</li> <li>• <u>Employment and Remuneration:</u></li> <li>• Life Stock Farming</li> <li>• Moseetako Funerals</li> <li>• <u>Interest in the Following Property:</u></li> </ul>                                          |

**Table 131: Financial Interests declared 2018/19**

|    | Position                          | Name         | Description of Financial Interest                                                                                                                                                                                                                                                                                                                                                                                        |
|----|-----------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                                   |              | <ul style="list-style-type: none"> <li>All Shiwenzi Plane Units R101&amp; I101</li> </ul>                                                                                                                                                                                                                                                                                                                                |
| 21 | Manager Electrical Projects       | BM Senwayo   | <ul style="list-style-type: none"> <li>ECSA Member (Close Corporation)</li> <li>EPPF (Pension/Provident Fund)</li> </ul>                                                                                                                                                                                                                                                                                                 |
| 22 | Electrical Engineering Assistant  | PWJ Schutte  | <ul style="list-style-type: none"> <li><u>Financial Interest in Business Undertaking:</u></li> <li>TZN Laundry Business</li> <li><u>Employment and Remuneration:</u></li> <li>Domestic Worker Employed by Home</li> <li>Own Home, Tzaneen and a Plot at Potchefstroom</li> <li><u>Pension and Provident Funds:</u></li> <li>Annuity with Liberty Life</li> </ul>                                                         |
| 23 | Control Room Operator             | R Mohale     | <ul style="list-style-type: none"> <li>100% Shares/ Directorship / Partnership and Security in Company.</li> </ul>                                                                                                                                                                                                                                                                                                       |
| 24 | Artisan Assistant                 | MMC Malekutu | <ul style="list-style-type: none"> <li>Directorship Mashakafu Electrical and General</li> </ul>                                                                                                                                                                                                                                                                                                                          |
| 25 | Administrative Officer            | CA Cloete    | <ul style="list-style-type: none"> <li>Property (Erf. 3069/11)</li> </ul>                                                                                                                                                                                                                                                                                                                                                |
| 26 | Manager Office of the Mayor       | SN Ngobeni   | <ul style="list-style-type: none"> <li>MTN Shares</li> </ul>                                                                                                                                                                                                                                                                                                                                                             |
| 27 | Director Community Services       | HA Nkuna     | <ul style="list-style-type: none"> <li><u>Shares and Securities:</u></li> <li>Sasol Inzalo Shares</li> <li>Phhthuma Nathi Shares</li> <li><u>Financial Interest in Business Undertaking:</u></li> <li>Farming</li> <li><u>Employment and Remuneration:</u></li> <li>One Business Building</li> <li>15 Hectors of Land Meweh</li> <li>65 Hectors at Lemoenfontein</li> <li>Interest With Liberty Group Limited</li> </ul> |
| 28 | Manager Law Enforcement           | MJ Malatji   | <ul style="list-style-type: none"> <li><u>Interest in Property:</u></li> <li>Hires out Tents, chairs.</li> <li>Transport outside Working Hours of Council</li> </ul>                                                                                                                                                                                                                                                     |
| 29 | Manager Waste Management          | HJ Mienie    | <ul style="list-style-type: none"> <li><u>Financial Interest in Business Undertaking:</u></li> <li>Renting out 1 House Tzaneen</li> <li><u>Employment and Remuneration:</u></li> <li>Owner Premises Bert Booyesen No 8 and 10</li> </ul>                                                                                                                                                                                 |
| 30 | Manager Libraries                 | CJ Nel       | <ul style="list-style-type: none"> <li><u>Interest in Property:</u></li> <li>Own Town House live in bonded with ABSA</li> </ul>                                                                                                                                                                                                                                                                                          |
| 31 | Manager Parks and Recreation      | X Gala       | <ul style="list-style-type: none"> <li>Shares / Securities - Old Mutual</li> <li>Partnership - Enlightened Christian Catering</li> </ul>                                                                                                                                                                                                                                                                                 |
| 32 | Manager Community and Environment | TM Machumele | <ul style="list-style-type: none"> <li><u>Shares and Securities:</u></li> <li>Telkom</li> <li>Vodacom</li> </ul>                                                                                                                                                                                                                                                                                                         |

| Table 131: Financial Interests declared 2018/19 |                                     |              |                                                                                                                                                                                                                                                                             |
|-------------------------------------------------|-------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                 | Position                            | Name         | Description of Financial Interest                                                                                                                                                                                                                                           |
|                                                 |                                     |              | <ul style="list-style-type: none"> <li>• Multi-choice</li> <li>• Financial Interest - KA HINA B&amp;B</li> <li>• <u>Interest in Property:</u></li> <li>• 1130A and 80BFD Nkowankowa</li> <li>• 603 Britania Bay Cape Town</li> <li>• Modjadiskloof</li> </ul>               |
| 33                                              | Administrator                       | MT Dinga     | <ul style="list-style-type: none"> <li>• Shares / Securities and Partnership in Lekwadu Trading PTY LTD3</li> <li>• <u>Interest in Property:</u></li> <li>• House 3145/6 Florapark</li> <li>• House 1004 Lenyeny</li> <li>• Provident Fund</li> <li>• Old Mutual</li> </ul> |
| 34                                              | Assistant superintendent            | M Shikhibane | <ul style="list-style-type: none"> <li>• Membership Shikari Holdings</li> <li>• Directorship</li> <li>• Partnership</li> </ul>                                                                                                                                              |
| 35                                              | Law Enforcement Officer             | MM Makwela   | <ul style="list-style-type: none"> <li>• Old Mutual Annuity Fund</li> </ul>                                                                                                                                                                                                 |
| 36                                              | Senior Principal Clerk              | KH Nomvela   | <ul style="list-style-type: none"> <li>• Membership - Kham Travel Tours</li> </ul>                                                                                                                                                                                          |
| 37                                              | Senior Clerk                        | MD Malatji   | <ul style="list-style-type: none"> <li>• Membership -Tzaneen Amusement Centre</li> </ul>                                                                                                                                                                                    |
| 38                                              | Vehicle Inspector & Testing Officer | SD Maake     | <ul style="list-style-type: none"> <li>• Masilo Family Trust</li> <li>• DTM Consulting my Husband Business and</li> <li>• DTM Travel</li> </ul>                                                                                                                             |
| 39                                              | Testing Officer                     | SM Modjela   | <ul style="list-style-type: none"> <li>• Directorship Universal Travel Agency</li> </ul>                                                                                                                                                                                    |
| 40                                              | Vehicle Inspector Testing Officer   | D Molaudzi   | <ul style="list-style-type: none"> <li>• Vodacom Shares</li> </ul>                                                                                                                                                                                                          |
| 41                                              | Vehicle Inspector Testing Officer   | VT Twala     | <ul style="list-style-type: none"> <li>• Partnership Family Business</li> <li>• Financial Interest Vickzol Trading services (Majejeni Events)</li> </ul>                                                                                                                    |
| 42                                              | Testing Officer                     | R Modjela    | <ul style="list-style-type: none"> <li>• Directorship Universal Travel Agency</li> </ul>                                                                                                                                                                                    |
| 43                                              | Clerk (Administration)              | TE Ramahlo   | <ul style="list-style-type: none"> <li>• Membership Res T2 Holdings</li> </ul>                                                                                                                                                                                              |
| 44                                              | Senior Labourer                     | MK Kapa      | <ul style="list-style-type: none"> <li>• Membership Night Breeze Investment 248CC</li> <li>• <u>Directorship:</u></li> <li>• Tzangeni Home Owner Association</li> <li>• NFMW</li> <li>• Property Interest – Stand 3052 Tzaneen</li> </ul>                                   |
| 45                                              | Senior Labourer                     | T Maake      | <ul style="list-style-type: none"> <li>• Membership (Co-Owner) Heavy Transport &amp; Projects</li> </ul>                                                                                                                                                                    |
| 46                                              | Library Assistant / Cashier         | NB Mhlaba    | <ul style="list-style-type: none"> <li>• <u>Shares and Securities:</u></li> <li>• (The Company is in a de-registration process,</li> </ul>                                                                                                                                  |

| Table 131: Financial Interests declared 2018/19 |                                                  |              |                                                                                                                                                                                                                                                                                |
|-------------------------------------------------|--------------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                 | Position                                         | Name         | Description of Financial Interest                                                                                                                                                                                                                                              |
|                                                 |                                                  |              | <ul style="list-style-type: none"> <li>no income).</li> <li><u>Membership Close Corporation:</u></li> <li>(The Company is in a de-registration process, no income).</li> <li><u>Partnership:</u></li> <li>(The Company is in a de-registration process, no income).</li> </ul> |
| 47                                              | Librarian                                        | RM Rachidi   | <ul style="list-style-type: none"> <li><u>Interest Property:</u></li> <li>Having a bond.</li> <li>House in Vosloo Rus (Gauteng)</li> <li>Retirement Annuity with Sanlam</li> </ul>                                                                                             |
| 48                                              | Library Assistant                                | RC Mathebula | <ul style="list-style-type: none"> <li>Property (House staying in)</li> </ul>                                                                                                                                                                                                  |
| 49                                              | Library Assistant                                | MF Nkwana    | <ul style="list-style-type: none"> <li>Kgosimonene Security Company my Spouse is the Owner.</li> </ul>                                                                                                                                                                         |
| 50                                              | Team Leader                                      | SM Ngobeni   | <ul style="list-style-type: none"> <li>Retirement and Sanlam Annuity</li> </ul>                                                                                                                                                                                                |
| 51                                              | Environmental Health Practitioner                | NL Makelana  | <ul style="list-style-type: none"> <li>Shares and Securities / Directorship with Arclytic PTY LTD</li> </ul>                                                                                                                                                                   |
| 52                                              | Environmental Health Practitioner                | NL Mthebule  | <ul style="list-style-type: none"> <li>Property he is staying in</li> </ul>                                                                                                                                                                                                    |
| 53                                              | Safety and Security Officer                      | MK Makhublee | <ul style="list-style-type: none"> <li>Property 5099 Woodpacker Street Golden Acres Tzaneen</li> </ul>                                                                                                                                                                         |
| 54                                              | Driver of the Speaker                            | ME Mangena   | <ul style="list-style-type: none"> <li>Shares and Securities, Member of a close corporation and Member of a Trust</li> <li>Bitcoin (Future Net)</li> </ul>                                                                                                                     |
| 55                                              | Manager Public Participation and Project Support | MF Malale    | <ul style="list-style-type: none"> <li>Directorship (Brickmaking)</li> </ul>                                                                                                                                                                                                   |
| 56                                              | Secretary                                        | AS Scheepers | <ul style="list-style-type: none"> <li>Department of Labour - Pension</li> </ul>                                                                                                                                                                                               |
| 57                                              | Principal Clerk                                  | FS Makhubele | <ul style="list-style-type: none"> <li>Shares and Securities MTN Zakhele</li> <li>Interest property – Stand 5099 Aquapark</li> </ul>                                                                                                                                           |
| 58                                              | Data Capturing Clerk                             | I Raseokga   | <ul style="list-style-type: none"> <li>Shares and Securities – Vandi Carpentry PTY LTD</li> <li>Green World Product Distributor</li> </ul>                                                                                                                                     |
| 59                                              | Data Base Administrator                          | M Sibuyi     | <ul style="list-style-type: none"> <li>Resigned shares and Securities (Hlongwani ICT Solutions)</li> <li>Directorship Hlongwani ICT Solutions</li> </ul>                                                                                                                       |
| 60                                              | Manager Human Recourses                          | NMH Maake    | <ul style="list-style-type: none"> <li>Relatives doing Business with Council:</li> <li>My Husband has a business activity with Council- Baobab Promotions.</li> <li>Keteta Trading - Sister also do business Council</li> </ul>                                                |
| 61                                              | Labour Relations Officer                         | TE Selowa    | <ul style="list-style-type: none"> <li><u>Financial Interest Business Undertaking:</u></li> <li>Chicken Production Business after hours and</li> </ul>                                                                                                                         |

| <b>Table 131: Financial Interests declared 2018/19</b> |                                   |               |                                                                                                                                                                                       |
|--------------------------------------------------------|-----------------------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                        | <b>Position</b>                   | <b>Name</b>   | <b>Description of Financial Interest</b>                                                                                                                                              |
|                                                        |                                   |               | on weekends.                                                                                                                                                                          |
| 62                                                     | Administrative Officer            | L Pieterse    | <ul style="list-style-type: none"> <li>Interest Property (Own House – Lushof)</li> </ul>                                                                                              |
| 63                                                     | Administrative Officer            | JC Liversage  | <ul style="list-style-type: none"> <li>Husband is renting the Driving Range on a Monthly basis.</li> </ul>                                                                            |
| 64                                                     | Clerk                             | LM Malatji    | <ul style="list-style-type: none"> <li>Business Undertaking – Baking Cakes</li> </ul>                                                                                                 |
| 65                                                     | Chief Financial Officer           | MP Makhubela  | <ul style="list-style-type: none"> <li>Own Property (Inherited)</li> </ul>                                                                                                            |
| 66                                                     | Community Dev. Facilitator        | PC Ramothwala | <ul style="list-style-type: none"> <li>Business Undertaking – Selling Eggs</li> </ul>                                                                                                 |
| 67                                                     | Building Inspector                | NJ Shai       | <ul style="list-style-type: none"> <li>Interest Property</li> </ul>                                                                                                                   |
| 68                                                     | Foreman                           | NBM Mathebula | <ul style="list-style-type: none"> <li>Interest Property</li> </ul>                                                                                                                   |
| 69                                                     | Foreman                           | NG Nkwini     | <ul style="list-style-type: none"> <li>Financial Interest Taxi Business</li> <li>Interest following Property:</li> <li>Apartment in Hoedspruit Wild Fig Koedoe street 1380</li> </ul> |
| 70                                                     | Clerk                             | MA Mmola      | <ul style="list-style-type: none"> <li>Director ship /Employment and Remuneration</li> </ul>                                                                                          |
| 71                                                     | Examiner                          | NC Bango      | <ul style="list-style-type: none"> <li>Financial Interest Business Undertaking – Taxi Business, Church ladies Ministry</li> </ul>                                                     |
| 72                                                     | Environmental Health Practitioner | NL Makelana   | <ul style="list-style-type: none"> <li>Shares and Securities Company / Directorship - Arclytic (PTY) LTD</li> </ul>                                                                   |
| <b>Councillors</b>                                     |                                   |               |                                                                                                                                                                                       |
| 1                                                      | Councillor                        | NR Rikhotso   | <ul style="list-style-type: none"> <li>Shares MTN, Zakhele (500)</li> </ul>                                                                                                           |
| 2                                                      | Councillor                        | MA Makwela    | <ul style="list-style-type: none"> <li>Shares and Securities / Directorship / Financial Interest:</li> <li>King Morada Music PTY (LTD)</li> </ul>                                     |
| 3                                                      | Councillor                        | MJ Maake      | <ul style="list-style-type: none"> <li>GEPF (Pension Fund)</li> </ul>                                                                                                                 |
| 4                                                      | Councillor                        | SM Mapitja    | <ul style="list-style-type: none"> <li>Director Kutullo Creene</li> <li>Subsidies, Grants, Sponsorship (Support of Social Development Kutullo Creene)</li> </ul>                      |
| 5                                                      | Councillor                        | SE Ngobeni    | <ul style="list-style-type: none"> <li>Old Mutual (Interest)</li> </ul>                                                                                                               |
| 6                                                      | Councillor                        | RE Phol       | <ul style="list-style-type: none"> <li>100% Shares Old Mutual</li> <li>Home Owner</li> <li>Annuity Fund with Old Mutual</li> </ul>                                                    |
| 7                                                      | Councillor                        | NH Zandamela  | <ul style="list-style-type: none"> <li>Phu Thuma Nathi (Membership of Close Corporation)</li> </ul>                                                                                   |
| 8                                                      | Councillor                        | PW Cronjé     | <ul style="list-style-type: none"> <li>Directorship (Fast Body Healing (FBH))</li> </ul>                                                                                              |
| 9                                                      | Councillor                        | SC Makwala    | <ul style="list-style-type: none"> <li>Membership closed Corporation (Hgowa Trading 50%)</li> </ul>                                                                                   |
| 10                                                     | Councillor                        | NM Mahasha    | <ul style="list-style-type: none"> <li>Investment Trust – Chairperson Balotowi Cultural Hentage NPO</li> </ul>                                                                        |
| 11                                                     | Councillor                        | GE Ntimbane   | <ul style="list-style-type: none"> <li>Financial Interest Business Undertaking –</li> </ul>                                                                                           |

| <b>Table 131: Financial Interests declared 2018/19</b> |                 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------|-----------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                        | <b>Position</b> | <b>Name</b>    | <b>Description of Financial Interest</b>                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                        |                 |                | Butcher Bottle Store and Taxi.<br><ul style="list-style-type: none"> <li>• Old Mutual (Pension/Provident Fund)</li> </ul>                                                                                                                                                                                                                                                                                                                       |
| 12                                                     | Councillor      | MS Tiba        | <ul style="list-style-type: none"> <li>• GEPF (Pension Fund)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                         |
| 13                                                     | Councillor      | SB Ramoshaba   | <ul style="list-style-type: none"> <li>• Trust – Kgopi Trading Enterprice</li> </ul>                                                                                                                                                                                                                                                                                                                                                            |
| 14                                                     | Councillor      | NA Masila      | <ul style="list-style-type: none"> <li>• Interest Property Amount R333 000.00</li> <li>• Pension/Provident Fund (Old Mutual)</li> </ul>                                                                                                                                                                                                                                                                                                         |
| 15                                                     | Councillor      | CS Nhemo       | <ul style="list-style-type: none"> <li>• Directorship – LG Seta also Board Member</li> </ul>                                                                                                                                                                                                                                                                                                                                                    |
| 16                                                     | Councillor      | GM Malatji     | <ul style="list-style-type: none"> <li>• Membership – Sekgatho Trading Enterprise</li> <li>• Directorship – Malajti Optometrist</li> </ul>                                                                                                                                                                                                                                                                                                      |
| 17                                                     | Councillor      | TH Mushwana    | <ul style="list-style-type: none"> <li>• Shares and Securities:</li> <li>• Sanlam Sky</li> <li>• SA-African</li> <li>• Old Mutual</li> <li>• Employment with Department of Education</li> <li>• GEPF (Pension)</li> </ul>                                                                                                                                                                                                                       |
| 18                                                     | Councillor      | KI Rapatsa     | <ul style="list-style-type: none"> <li>• Old Mutual (Pension/Provident Fund)</li> </ul>                                                                                                                                                                                                                                                                                                                                                         |
| 19                                                     | Councillor      | SN Mohonone    | <ul style="list-style-type: none"> <li>• Malemela Cafe &amp; Retuarant (Business Undertaking)</li> </ul>                                                                                                                                                                                                                                                                                                                                        |
| 20                                                     | Councillor      | PP Machethe    | <ul style="list-style-type: none"> <li>• Directorship – Thuto KE Lesedi Day Care Centre</li> </ul>                                                                                                                                                                                                                                                                                                                                              |
| 21                                                     | Councillor      | TL Matita      | <ul style="list-style-type: none"> <li>• Shares and Securities / Close Corporation / Directorship Matita Biznet and Great Power Investment.</li> <li>• Partnership / Financial Interest – Matita Transport Logestics.</li> <li>• Employment and Remuneration – Matita Biznet and Great Power Investment</li> <li>• Interest L&amp; L Properties</li> <li>• MCPF (Pension Fund)</li> <li>• Business Council (Investment Facilitation)</li> </ul> |
| 22                                                     | Councillor      | N Nkhwashu     | <ul style="list-style-type: none"> <li>• Employment and remuneration –Traditional Leader (Junior) Part Time Welder</li> </ul>                                                                                                                                                                                                                                                                                                                   |
| 23                                                     | Councillor      | NG Maunatlala  | <ul style="list-style-type: none"> <li>• Financial Interest Old Mutual Avbob, Lindeni Funeral Undertaking.</li> </ul>                                                                                                                                                                                                                                                                                                                           |
| 24                                                     | Councillor      | MC Morwatshele | <ul style="list-style-type: none"> <li>• GEPF (Pension Fund)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                         |
| 25                                                     | Councillor      | NP Mathebula   | <ul style="list-style-type: none"> <li>• Old Mutual</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                  |
| 26                                                     | Councillor      | MM Letsoalo    | <ul style="list-style-type: none"> <li>• Directorship – NGO (NPO) Golang Kulani ELC (Employment and Remuneration.</li> </ul>                                                                                                                                                                                                                                                                                                                    |
| 27                                                     | Councillor      | RE Pohl        | <ul style="list-style-type: none"> <li>• 100 Shares in Old Mutual</li> <li>• Provident Fund with FNB Annuity Fund</li> </ul>                                                                                                                                                                                                                                                                                                                    |
| 28                                                     | Councillor      | ML Hlangwane   | <ul style="list-style-type: none"> <li>• Small Business Selling Anekeni Cleaning products -Soaps</li> </ul>                                                                                                                                                                                                                                                                                                                                     |

**Table 131: Financial Interests declared 2018/19**

|    | <b>Position</b> | <b>Name</b>    | <b>Description of Financial Interest</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----|-----------------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 29 | Councillor      | MC Nkhwashu    | <ul style="list-style-type: none"> <li>Interest Property – 43 Heide Street Flora Park Tzaneen</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 30 | Councillor      | D Malaemela    | <ul style="list-style-type: none"> <li>Business Undertaking –Driving School</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 31 | Councillor      | TT Maunatlala  | <ul style="list-style-type: none"> <li>Pension/Provident Fund – Old Mutual</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 32 | Councillor      | TJ Mc Clintock | <ul style="list-style-type: none"> <li>Tom Mc Mclintock Trust (Trustee)</li> <li>Employment and Remuneration – Ferreira Venter Law &amp; Nel</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 34 | Councillor      | M Prinsloo     | <p><u>Close Corporation:</u></p> <ul style="list-style-type: none"> <li>BEC Konstruksie (Member)</li> <li>BEC Management Services (Member)</li> <li>BEC Ontwikkelings (Member)</li> <li>Laagwater Beleggings (Member)</li> </ul> <p><u>Private Company:</u></p> <ul style="list-style-type: none"> <li>BEC Ontwikkelings (Director)</li> <li>BEC Ontwikkelings (Incorporator)</li> <li>Cross Atlantic Propeties 0018 (Director)</li> <li>Erf 1824 Phalaborwa Beleggings (Director)</li> <li>HENTIQ 2587 (Director)</li> <li>Kingdom Air (Director)</li> <li>Kingsom Air (Company Secretary)</li> <li>Prince’s Grant Erf 103 (Director)</li> <li>Tzanair (Director)</li> <li>Tzaneen Staal Industrie (Director)</li> </ul> <p><u>Non Profit Company:</u></p> <ul style="list-style-type: none"> <li>Die Vossiebond (Director)</li> </ul> |
| 35 | Councillor      | SM Mapitja     | <ul style="list-style-type: none"> <li>Member close corporation – I am the director of Kutullo Creche.</li> <li>Subsidies, grants and sponsorships by any organisation. – Support of social development at Kutullo Creche.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

Declarations of Interest forms are printed and circulated to each department and completed annually.

## CHAPTER 5 – FINANCIAL PERFORMANCE

Management has embarked on departmental awareness sessions to reduce non -priority spending .The focus being only on core service delivery matters. The most expensive consultancy arrangements include the following:

- Legal consultations and fees
- Electricity meter audit
- Asset management
- MFMP qualification training programmes

### COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

#### **Introduction to financial statements**

This component provides an overview of the financial performance of the Municipality and focuses on the financial health of the Municipality. The Statements of Revenue Collection Performance by vote and by source are included in **Addendum J**.

## 5.1 FINANCIAL SUMMARY

The financial position of the municipality is positive, as the total assets exceeds the total liabilities. It can therefore be assumed that the liabilities of the municipality can be settled. A summary of the GTM financial performance for the 2018/19 financial year is presented below.

| Description                                                            | 2017/2018        | Current year 2018/2019 |                  |                  | 2018/2019<br>Variance to actual |                    |
|------------------------------------------------------------------------|------------------|------------------------|------------------|------------------|---------------------------------|--------------------|
|                                                                        | Actual           | Original Budget        | Adjusted Budget  | Actual           | Original Budget                 | Adjustments Budget |
| <b>Financial Performance</b>                                           |                  |                        |                  |                  |                                 |                    |
| Property rates                                                         | 107,493          | 93,800                 | 93,800           | 119,183          | 21%                             | 21%                |
| Service charges                                                        | 485,060          | 534,933                | 534,933          | 486,306          | -10%                            | -10%               |
| Investment revenue                                                     | 4,427            | 3,801                  | 3,801            | 9,616            | 60%                             | 60%                |
| Transfers recognized - operational                                     | 329,816          | 361,995                | 362,631          | 356,544          | -2%                             | -2%                |
| Other own revenue                                                      | 97,926           | 87,444                 | 86,944           | 87,823           | 0%                              | 1%                 |
| <b>Total Revenue (excluding Capital transfers &amp; contributions)</b> | <b>1,024,723</b> | <b>1,081,973</b>       | <b>1,082,109</b> | <b>1,059,473</b> | <b>-2%</b>                      | <b>-2%</b>         |
| Employee costs                                                         | 282,016          | 343,017                | 343,017          | 295,232          | -16%                            | -16%               |
| Remuneration of councilors                                             | 24,432           | 27,425                 | 27,425           | 26,136           | -5%                             | -5%                |
| Depreciation & asset impairment                                        | 127,654          | 133,475                | 133,475          | 127,724          | -5%                             | -5%                |
| Finance charges                                                        | 11,974           | 26,449                 | 26,449           | 11,974           | -121%                           | -121%              |
| Materials and bulk purchases                                           | 370,388          | 391,180                | 400,982          | 390,602          | 0%                              | -3%                |
| Transfers and grants                                                   | 112,421          | 30,805                 | 31,441           | 50,297           | 39%                             | 37%                |
| Other expenditure                                                      | 282,191          | 207,620                | 219,487          | 300,769          | 31%                             | 27%                |
| <b>Total Expenditure</b>                                               | <b>1,211,076</b> | <b>1,159,971</b>       | <b>1,182,276</b> | <b>1,202,734</b> | <b>4%</b>                       | <b>2%</b>          |
| <b>Surplus/(Deficit)</b>                                               | <b>(186,353)</b> | <b>(77,999)</b>        | <b>(100,167)</b> | <b>(143,261)</b> | <b>46%</b>                      | <b>30%</b>         |
| Transfers Recognized- Capital                                          | 98,926           | 92,315                 | 92,315           | 76,151           | -21%                            | -21%               |
| Contributions recognized - capital & contributed assets                |                  |                        |                  |                  |                                 |                    |
| <b>Surplus/(Deficit) after capital transfers &amp; contributions</b>   | <b>(87,428)</b>  | <b>14,316</b>          | <b>(7,852)</b>   | <b>(67,111)</b>  | <b>121%</b>                     | <b>88%</b>         |
| Share of surplus/ (deficit) of associate                               |                  |                        |                  |                  |                                 |                    |
| <b>Surplus/(Deficit) for the year</b>                                  | <b>(87,428)</b>  | <b>14,316</b>          | <b>(7,852)</b>   | <b>(67,111)</b>  | <b>121%</b>                     | <b>88%</b>         |

| <b>Table 133: Financial Summary 2018/19 (R'000)</b> |                |                      |                 |                |                            |                   |
|-----------------------------------------------------|----------------|----------------------|-----------------|----------------|----------------------------|-------------------|
| Description                                         | 2017/2018      | Current year 2018/19 |                 |                | 2018/19 Variance to actual |                   |
|                                                     | Actual         | Original Budget      | Adjusted Budget | Actual         | Original Budget            | Adjustment Budget |
| <b>Capital expenditure &amp; funds sources</b>      |                |                      |                 |                |                            |                   |
| <b>Capital expenditure</b>                          | 49,652         | 195,199              | 153,718         | 103,448        | -89%                       | -49%              |
| Transfers recognised - capital                      | 22,754         | 87,699               | 87,929          | 48,283         | -82%                       | -82%              |
| Public contributions and donations                  | 49             |                      |                 | 111            | 100%                       | 100%              |
| Borrowing                                           | 1,741          | 90,000               | 40,000          | 20,907         | -330%                      | -91%              |
| Internally generated funds                          | 25,107         | 17,500               | 25,789          | 34,147         | 49%                        | 24%               |
| <b>Total sources of capital funds</b>               | <b>49,652</b>  | <b>195,199</b>       | <b>153,718</b>  | <b>103,448</b> | <b>-89%</b>                | <b>-49%</b>       |
| <b>Financial position</b>                           |                |                      |                 |                |                            |                   |
| Total current assets                                | 441,663        | 365,545              | 360,758         | 451,320        | 19%                        | 20%               |
| Total non current assets                            | 1,696,376      | 2,018,120            | 1,968,120       | 1,669,460      | -21%                       | -18%              |
| Total current liabilities                           | 285,996        | 250,471              | 250,471         | 326,476        | 23%                        | 23%               |
| Total non current liabilities                       | 181,507        | 272,970              | 222,970         | 200,760        | -36%                       | -11%              |
| Community wealth/Equity                             | 1,670,535      | 1,860,224            | 1,855,437       | 1,593,544      | -17%                       | -16%              |
|                                                     |                |                      |                 |                |                            |                   |
| <b>Cash flows</b>                                   |                |                      |                 |                |                            |                   |
| Net cash from (used) operating                      | 122,865        | 117,943              | 117,423         | 171,827        | 31%                        | 32%               |
| Net cash from (used) investing                      | (124,762)      | (197,772)            | (147,772)       | (171,648)      | -15%                       | 14%               |
| Net cash from (used) financing                      | (22,452)       | 78,943               | 28,943          | 34,364         | -130%                      | 16%               |
| <b>Cash/cash equivalents at year end</b>            | <b>7,491</b>   | <b>11,457</b>        | <b>6,670</b>    | <b>42,033</b>  | <b>73%</b>                 | <b>84%</b>        |
|                                                     |                |                      |                 |                |                            |                   |
| <b>Cash backing/surplus reconciliation</b>          |                |                      |                 |                |                            |                   |
| Cash and investments available                      | 34,378         | 56,806               | 52,020          | 73,558         | 23%                        | 29%               |
| Application of cash and investments                 | 215,469        | 113,563              | 113,563         | 165,711        | 31%                        | 31%               |
| <b>Balance - surplus (shortfall)</b>                | <b>249,847</b> | <b>170,369</b>       | <b>165,582</b>  | <b>239,269</b> | <b>29%</b>                 | <b>31%</b>        |
|                                                     |                |                      |                 |                |                            |                   |
| <b>Asset management</b>                             |                |                      |                 |                |                            |                   |
| Asset register summary (WDV)                        | 1,669,489      | 1,972,771            | 1,922,771       | 1,637,935      | -20%                       | -17%              |
| Depreciation and asset impairment                   | 127,654        | 133,475              | 133,475         | 127,724        | -5%                        | -5%               |
| Renewal of Existing Assets                          | -              | 52,011               | 52,011          | 17,532         | -197%                      | -197%             |
| Repairs and Maintenance                             | 44,932         | 51,180               | 60,982          | 42,158         | -21%                       | -45%              |
|                                                     |                |                      |                 |                |                            |                   |

| <b>Table 133: Financial Summary 2018/19 (R'000)</b>                                                                                                      |           |                      |                 |        |                            |                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------------------|-----------------|--------|----------------------------|-------------------|
| Description                                                                                                                                              | 2017/2018 | Current year 2018/19 |                 |        | 2018/19 Variance to actual |                   |
|                                                                                                                                                          | Actual    | Original Budget      | Adjusted Budget | Actual | Original Budget            | Adjustment Budget |
| <b>Free services</b>                                                                                                                                     |           |                      |                 |        |                            |                   |
| Cost of Free Basic Services provided                                                                                                                     | 5,011     | 5,568                | 5,568           | 5,300  | -5%                        | -5%               |
| Revenue cost of free services provided                                                                                                                   | 39,489    | 33,182               | 33,182          | 36,170 | 8%                         | 8%                |
| <b>No. of Households below minimum service level</b>                                                                                                     |           |                      |                 |        |                            |                   |
| Water                                                                                                                                                    | 23,511    | 23,511               | 23,511          | 23,511 | 0%                         | 0%                |
| Sanitation/sewerage                                                                                                                                      | 27,058    | 27,058               | 27,058          | 27,058 | 0%                         | 0%                |
| Energy                                                                                                                                                   |           |                      |                 |        |                            |                   |
| Refuse                                                                                                                                                   | 99,992    | 99,992               | 99,992          | 99,992 | 0%                         | 0%                |
| Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A1 |           |                      |                 |        |                            | T5.1.1            |

The financial performance results for the municipality closed with a deficit of R67 million for 2018/19. The overspending is mainly the result of the overspending on the Budget of provision for Bad Debts which is a non-cash item. The spending on capital expenditure for the year is less than the budgeted amount, due to the projects that were constructed on behalf of RAL and transferred to RAL as grants and subsidies. The municipality further closed the 2018/2019 financial year with a positive Bank balance of R42 million. If the unspent conditional grant of R5 million is taken into consideration the municipality still closes the year with a positive Bank balance of R36.9 million (mostly DBSA used loan funds)

| <b>Table 134: Financial Performance of Operational Services (R'000) for 2018/2019</b> |         |                        |                 |         |                              |                    |
|---------------------------------------------------------------------------------------|---------|------------------------|-----------------|---------|------------------------------|--------------------|
| Description                                                                           | 2017/18 | Current year 2018/2019 |                 |         | 2018/2019 Variance to actual |                    |
|                                                                                       | Actual  | Original Budget        | Adjusted Budget | Actual  | Original Budget              | Adjustments Budget |
| <b>Operating Cost</b>                                                                 |         |                        |                 |         |                              |                    |
| Water                                                                                 |         |                        |                 |         |                              |                    |
| Waste Water (Sanitation)                                                              |         |                        |                 |         |                              |                    |
| Electricity                                                                           | 465,539 | 506,152                | 510,558         | 514,259 | (8,108)                      | (3,701)            |

| <b>Table 134: Financial Performance of Operational Services (R'000) for 2018/2019</b> |                  |                        |                  |                  |                              |                    |
|---------------------------------------------------------------------------------------|------------------|------------------------|------------------|------------------|------------------------------|--------------------|
| Description                                                                           | 2017/18          | Current year 2018/2019 |                  |                  | 2018/2019 Variance to actual |                    |
|                                                                                       | Actual           | Original Budget        | Adjusted Budget  | Actual           | Original Budget              | Adjustments Budget |
| Waste Management                                                                      | 78,988           | 80,983                 | 80,983           | 92,397           | (11,414)                     | (11,414)           |
| Housing                                                                               | 12,234           | 18,498                 | 18,798           | 13,789           | 4,709                        | 5,009              |
| Component A: sub-total                                                                | <b>556,761</b>   | <b>605,633</b>         | <b>610,340</b>   | <b>620,445</b>   | <b>(14,813)</b>              | <b>(10,106)</b>    |
| Waste Water (Storm water Drainage)                                                    |                  |                        |                  |                  |                              |                    |
| Roads                                                                                 | 221,647          | 142,447                | 146,297          | 154,518          | (12,071)                     | (8,221)            |
| Transport                                                                             | 27,184           | 55,973                 | 55,973           | 36,928           | 19,046                       | 19,046             |
| Component B: sub-total                                                                | <b>248,831</b>   | <b>198,420</b>         | <b>202,270</b>   | <b>191,446</b>   | <b>6,975</b>                 | <b>10,824</b>      |
| Planning                                                                              | 20,206           | 27,944                 | 27,794           | 19,862           | 8,082                        | 7,932              |
| Local Economic Development                                                            |                  |                        |                  |                  |                              |                    |
| Component B: sub-total                                                                | <b>20,206</b>    | <b>27,944</b>          | <b>27,794</b>    | <b>19,862</b>    | <b>8,082</b>                 | <b>7,932</b>       |
| executive & council                                                                   | 37,939           | 43,758                 | 43,758           | 39,479           | 4,279                        | 4,279              |
| budget & treasury office                                                              | 170,412          | 101,489                | 105,989          | 173,282          | (71,794)                     | (67,293)           |
| corporate services                                                                    | 89,993           | 99,473                 | 108,235          | 96,535           | 2,938                        | 11,700             |
| Component C: sub-total                                                                | <b>298,344</b>   | <b>244,720</b>         | <b>257,982</b>   | <b>309,296</b>   | <b>(64,576)</b>              | <b>(51,314)</b>    |
| Community & Social Services                                                           | 8,867            | 9,357                  | 9,357            | 8,981            | 376                          | 376                |
| Environmental Protection                                                              |                  |                        |                  |                  |                              |                    |
| Health                                                                                | 8,696            | 12,110                 | 12,110           | 9,104            | 3,007                        | 3,007              |
| public safety                                                                         | 24,420           | 28,025                 | 28,025           | 18,269           | 9,756                        | 9,756              |
| Sport and Recreation                                                                  | 23,678           | 29,826                 | 29,826           | 23,016           | 6,810                        | 6,810              |
| waste water                                                                           | 5,973            | 6,435                  | 6,435            | 4,516            | 1,919                        | 1,919              |
| Component D: sub-total                                                                | 71,634           | 85,754                 | 85,754           | 63,887           | 21,867                       | 21,867             |
| <b>Total Expenditure</b>                                                              | <b>1,195,776</b> | <b>1,162,471</b>       | <b>1,184,140</b> | <b>1,204,936</b> | <b>(42,465)</b>              | <b>(20,796)</b>    |

The budget has been drafted to be compliant with legislative requirements and a special effort has been made to ensure that the actual expenditure is within the approved budget. The municipality however experienced challenges with regards to unauthorised and irregular expenditure and cashflow, thus having to make payments arrangements with Eskom. However general day to day optional expenditure is well managed.

## 5.2 GRANTS

The performance of GTM on the expenditure on grants is presented in **Table 135** below:

| <b>Table 135: Grant Performance 2018/19 (R'000)</b>                                                               |                |                |                        |                |                            |                            |
|-------------------------------------------------------------------------------------------------------------------|----------------|----------------|------------------------|----------------|----------------------------|----------------------------|
| <b>Description</b>                                                                                                | <b>2017/18</b> | <b>2018/19</b> |                        |                | <b>2018/19 Variance</b>    |                            |
|                                                                                                                   | <b>Actual</b>  | <b>Budget</b>  | <b>Adjusted Budget</b> | <b>Actual</b>  | <b>Original Budget (%)</b> | <b>Adjusted Budget (%)</b> |
| -                                                                                                                 |                |                |                        |                |                            |                            |
| <b>Operating Transfers and Grants</b>                                                                             |                |                |                        |                |                            |                            |
| <b>National Government:</b>                                                                                       |                |                |                        |                |                            |                            |
| Equitable share                                                                                                   | 311,977        | 316,544        | 316,544                | 338,344        | 6%                         | 6%                         |
| Municipal Systems Improvement                                                                                     |                |                |                        |                |                            |                            |
| Integrated National Electrification Programme                                                                     | 10,726         | 15,996         | 15,996                 | 9,605          | -67%                       | -67%                       |
| Levy replacement                                                                                                  |                |                |                        |                |                            |                            |
| EPWP                                                                                                              | 4,918          | 5,510          | 5,510                  | 5,510          | 0%                         | 0%                         |
| Financial management grant                                                                                        | 2,145          | 2,145          | 2,145                  | 2,145          | 0%                         | 0%                         |
| <b>Provincial Government:</b>                                                                                     |                |                |                        |                |                            |                            |
| Health subsidy                                                                                                    |                |                |                        |                |                            |                            |
| Housing                                                                                                           |                |                |                        |                |                            |                            |
| Ambulance subsidy                                                                                                 |                |                |                        |                |                            |                            |
| Sports and Recreation                                                                                             |                |                |                        |                |                            |                            |
| Seta                                                                                                              |                |                | 636                    | 636            | 100%                       | 0%                         |
| <b>District Municipality:</b>                                                                                     |                |                |                        |                |                            |                            |
| <i>[insert description]</i>                                                                                       |                |                |                        |                |                            |                            |
|                                                                                                                   |                |                |                        |                |                            |                            |
| <b>Other grant providers:</b>                                                                                     |                |                |                        |                |                            |                            |
| <i>[insert description]</i>                                                                                       |                |                |                        | 193            | 100%                       | 100%                       |
|                                                                                                                   |                |                |                        |                |                            |                            |
| <b>Total Operating Transfers and Grants</b>                                                                       | <b>329,766</b> | <b>340,195</b> | <b>340,831</b>         | <b>356,433</b> | <b>5%</b>                  | <b>4%</b>                  |
| Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. |                |                |                        |                |                            | T5.2.1                     |

According to **Table 136**, an actual amount of R356, 4 million was received for grants however MIG is not included. The municipality was allocated R454, 3 million for the 2018/2019 financial year. This amount was allocated in terms of the Division of Revenue Act promulgated every financial year.

| <b>Table 136: Conditional Grants: excluding MIG (R'000) - 2018/19</b> |               |                   |               |             |                   |                                                                                                                                  |
|-----------------------------------------------------------------------|---------------|-------------------|---------------|-------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Details                                                               | Budget        | Adjustment Budget | Actual        | Variance    |                   | Major conditions applied by donor (continue below if necessary)                                                                  |
|                                                                       |               |                   |               | Budget      | Adjustment Budget |                                                                                                                                  |
| Finance Management Grant                                              | 2,145         | 2,145             | 2,145         | 0%          | 0%                | The grant is utilised for capacity building, minimum competency level, financial training as well as the remuneration of Interns |
| National Electrification Programme (INEP)                             | 15,996        | 15,996            | 9,605         | 67%         | 67%               | INEP funds must be utilised within the allocated period and the network must comply with ESKOM standards                         |
| <b>Total</b>                                                          | <b>18,141</b> | <b>18,141</b>     | <b>11,750</b> | <b>-54%</b> | <b>-54%</b>       |                                                                                                                                  |

### 5.3 ASSET MANAGEMENT

The assets management division has improved the updating of assets register in line with GRAP standards, however old assets with book values will be adjusted to address audit findings raised. The division also serves to provide guidance to departments on asset movement processes and bar-coding assets.

| <b>Table 137: Treatment of the three largest assets acquired 2018/19</b> |                                       |                |                |                |
|--------------------------------------------------------------------------|---------------------------------------|----------------|----------------|----------------|
| <b>Asset 1</b>                                                           |                                       |                |                |                |
| Name                                                                     | <b>Julies burg Sports Complex</b>     |                |                |                |
| Description                                                              | Sports centre                         |                |                |                |
| Asset Type                                                               | Infrastructure/ Recreational facility |                |                |                |
| Key Staff Involved                                                       | Community services                    |                |                |                |
| Staff Responsibilities                                                   | Maintenance                           |                |                |                |
| Asset Value                                                              | <b>2015/16</b>                        | <b>2016/17</b> | <b>2017/18</b> | <b>2018/19</b> |

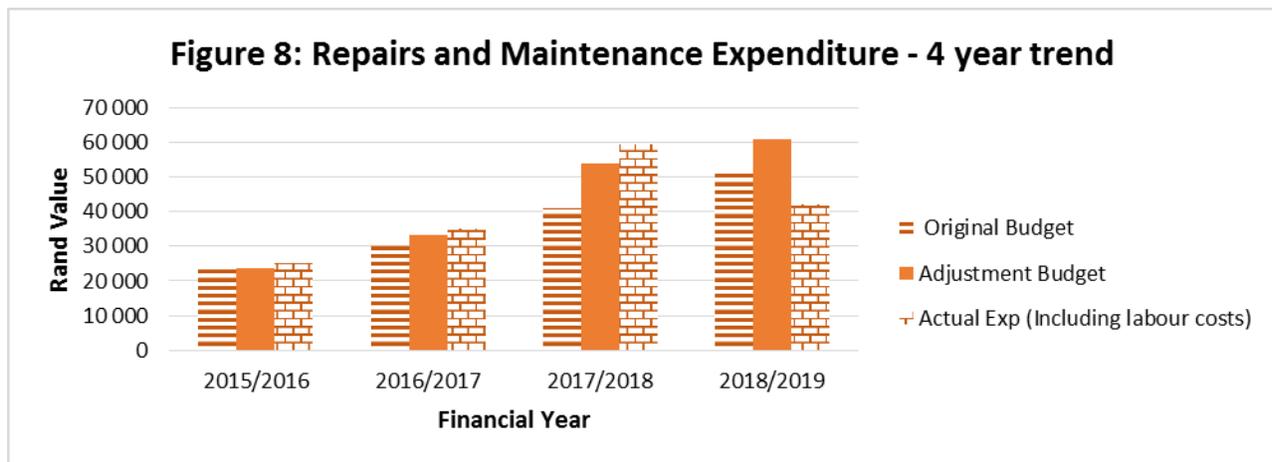
| <b>Table 137: Treatment of the three largest assets acquired 2018/19</b> |                                                                                                                 |                |                |                |
|--------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|----------------|----------------|----------------|
|                                                                          |                                                                                                                 |                |                | 12 977 881.99  |
| Capital Implications                                                     | MIG funds used for development of rural and township infrastructure                                             |                |                |                |
| Future Purpose of Asset                                                  | Recreational facility                                                                                           |                |                |                |
| Describe Key Issues                                                      | Improved service delivery                                                                                       |                |                |                |
| Policies in Place to Manage Asset                                        | Asset management policy in place                                                                                |                |                |                |
| <b>Asset 2</b>                                                           |                                                                                                                 |                |                |                |
| <b>Name</b>                                                              | <b>Burgersdorp Sports Complex</b>                                                                               |                |                |                |
| Description                                                              | Sports centre                                                                                                   |                |                |                |
| Asset Type                                                               | Infrastructure/ Recreational facility                                                                           |                |                |                |
| Key Staff Involved                                                       | Community services                                                                                              |                |                |                |
| Staff Responsibilities                                                   | Maintenance                                                                                                     |                |                |                |
|                                                                          | <b>2015/16</b>                                                                                                  | <b>2016/17</b> | <b>2017/18</b> | <b>2018/19</b> |
| Asset Value                                                              |                                                                                                                 |                |                | 12 270 773021  |
| Capital Implications                                                     | MIG funds used for development of rural and township infrastructure                                             |                |                |                |
| Future Purpose of Asset                                                  | Recreational facility                                                                                           |                |                |                |
| Describe Key Issues                                                      | Improved service delivery                                                                                       |                |                |                |
| Policies in Place to Manage Asset                                        | Asset management policy in place                                                                                |                |                |                |
| <b>Asset 3</b>                                                           |                                                                                                                 |                |                |                |
| <b>Name</b>                                                              | <b>SSI Substation Upgrade</b>                                                                                   |                |                |                |
| Description                                                              | Upgrade of electrical minisub-station                                                                           |                |                |                |
| Asset Type                                                               | Infrastructure                                                                                                  |                |                |                |
| Key Staff Involved                                                       | Electrical department                                                                                           |                |                |                |
| Staff Responsibilities                                                   | Maintenance                                                                                                     |                |                |                |
|                                                                          | <b>2015/16</b>                                                                                                  | <b>2016/17</b> | <b>2017/18</b> | <b>2018/19</b> |
| Asset Value                                                              |                                                                                                                 |                |                | 10 790 299.31  |
| Capital Implications                                                     | DBSA loan funding                                                                                               |                |                |                |
| Future Purpose of Asset                                                  | Service delivery equipment's                                                                                    |                |                |                |
| Describe Key Issues                                                      | The assets will improve the supply of electricity and reduce the electrical supply interruptions and backblock. |                |                |                |
| Policies in Place to Manage Asset                                        | Asset Management policy in place                                                                                |                |                |                |

GTM currently uses own funding to subsidise all maintenance and repairs related programmes, these are based in services departments mostly in electricity department, roads and storm water

and also municipal vehicles. However, large capital projects requires renewal repairs and maintenance funding such as those currently funded by DBSA for the electrical network.

| <b>Table 138: Repairs and Maintenance Expenditure (R'000)</b> |                        |                          |                                            |                        |
|---------------------------------------------------------------|------------------------|--------------------------|--------------------------------------------|------------------------|
| <b>Year</b>                                                   | <b>Original Budget</b> | <b>Adjustment Budget</b> | <b>Actual Exp (Including labour costs)</b> | <b>Budget variance</b> |
| 2015/2016                                                     | 23 877                 | 23 581                   | 25 111                                     | (1 530)                |
| 2016/2017                                                     | 31 214                 | 33 255                   | 35 019                                     | -1 763                 |
| 2017/2018                                                     | 41 060                 | 53 866                   | 59 327                                     | -5 461                 |
| 2018/2019                                                     | 51 180                 | 60 982                   | 42 158                                     | (18 824)               |

According to **Table 138**, above, the actual repairs and maintenance cost differ with the budgeted amount. The difference is R18.8 million which was not spent due cashflow constraints.

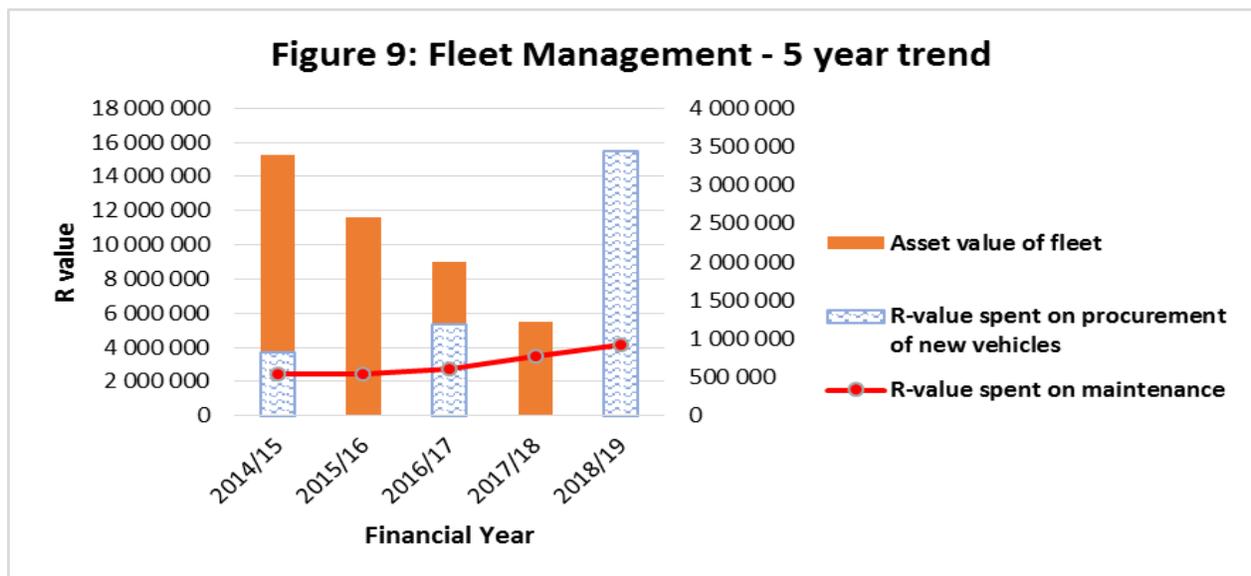


#### 5.4 FLEET MANAGEMENT

The Greater Tzaneen Municipal fleet consist of yellow machines, trucks LDV's and sedan vehicles. The average age of these vehicles are approximately seven years. The last time that vehicles were procured was during the 2011/ 2012 financial year. During 18/19, the procurement of 9 vehicles for the electricity department were prioritized electrical department during the budget process for 2018/2019. In spite of this the expenditure on the maintenance of the fleet increased.

| Table 139: Fleet Management Expenditure |                |                      |                              |                                              |                                     |
|-----------------------------------------|----------------|----------------------|------------------------------|----------------------------------------------|-------------------------------------|
| Financial Year                          | No of vehicles | Asset value of fleet | R-value spent on maintenance | R-value spent on procurement of new vehicles | Challenges                          |
| 2014/15                                 | 152            | 15 274 910           | 2 473 202                    | 820 987                                      | No funding for replacement of fleet |
| 2015/16                                 | 152            | 11 637 395           | 2 426 143                    | 0.00                                         |                                     |
| 2016/17                                 | 153            | 8 984 379            | 2 758 860                    | 1 180 900                                    |                                     |
| 2017/18                                 | 153            | 5 462 375            | 34 62 873                    | none                                         |                                     |
| 2018/19                                 | 162            | 7 163 240            | 4 165 747                    | 3 443 300                                    |                                     |

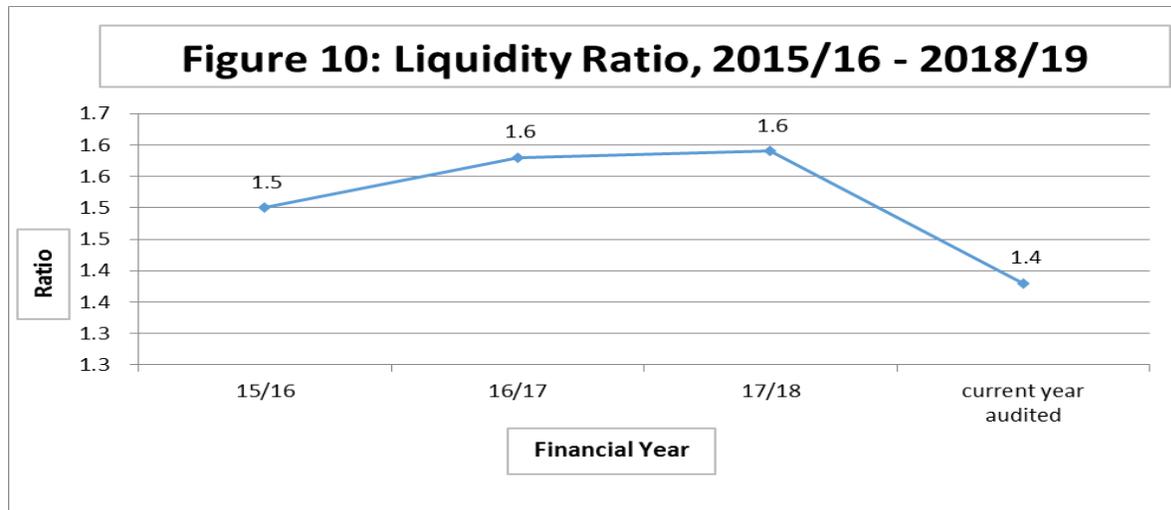
The vehicles and equipment in the GTM Fleet have aged and plans are in place to procure TLB's, a grader and a new waste truck, which have the effect that annually there are increase on the maintenance cost.



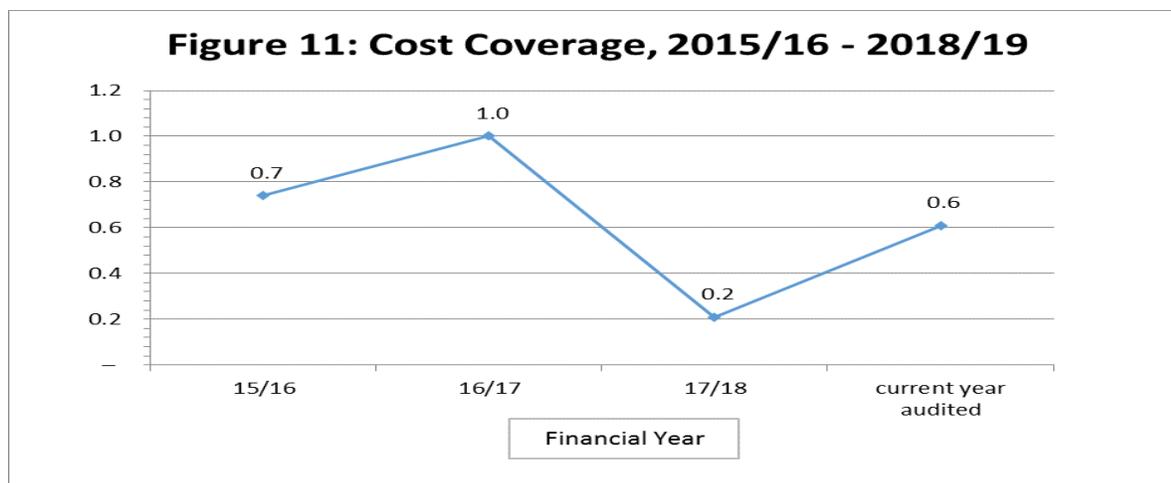
The service departments had fleet breakdowns (mostly electrical and solid waste) which are used for daily service delivery resulting in the increase in expenditure on fleet maintenance.

## 5.5 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

The financial ratios presented below presents the financial health of the municipality.

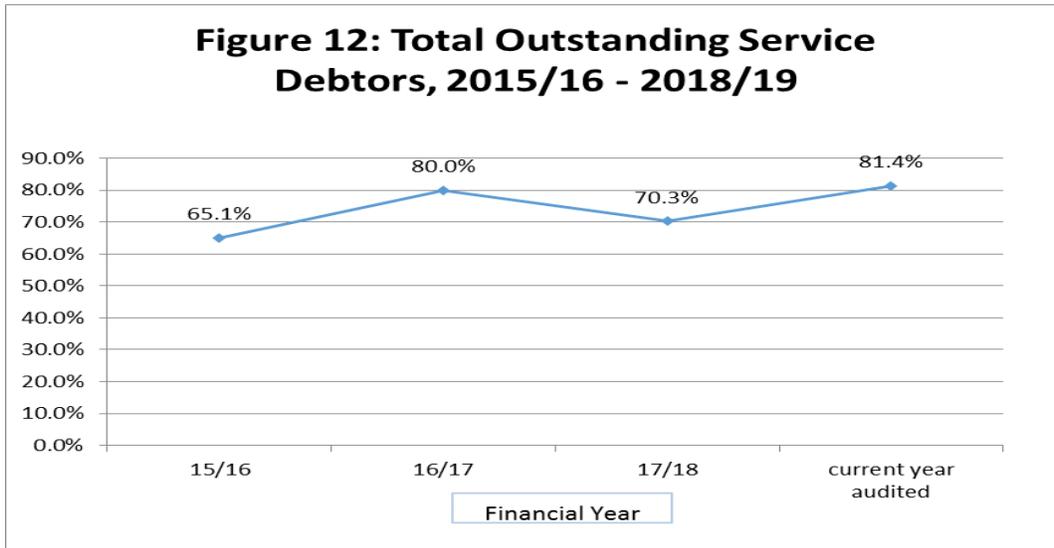


The liquidity ratio, as demonstrated for Greater Tzaneen Municipality in **Figure 10**, measures the Municipality's ability to pay its bills and is calculated by dividing the monetary assets by the Municipality's current liabilities. A higher liquidity ratio is better. Greater Tzaneen Municipality has a positive liquidity ratio which decreased from 1.5 in 2015/2016 to 1.4 in the current financial year.



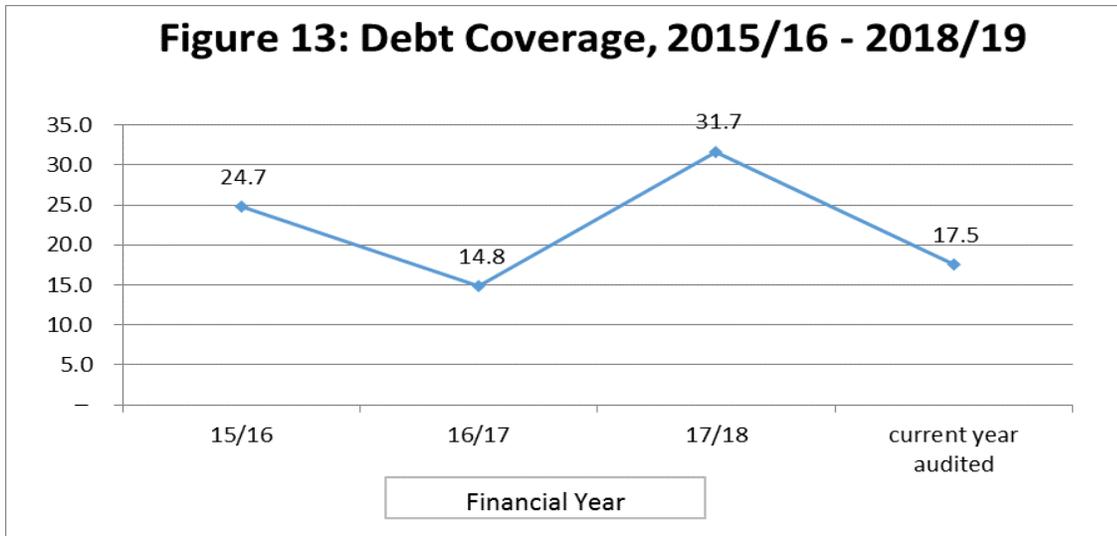
The Cost Coverage, as demonstrated for Greater Tzaneen Municipality in **Figure 11** above, explains how many months expenditure can be covered by the cash and other liquid assets

available to the Municipality excluding utilisation of grants. This graph indicates that Greater Tzaneen Municipality's monthly operational costs are not covered by available cash as determined by MFMA circular 71. This is a matter of concern seeing that the guideline set by National Treasury is 3 months, whilst Greater Tzaneen Municipality has less than 1 month available cash and investments. This issue was addressed during the 2019/2020 special adjustment budget requested by National Treasury. The graph, based on the 2019/2020 adjustment budget figures indicates that Greater Tzaneen Municipality fixed monthly operational costs are covered by available cash and investments and has increased from 0.77 months to 2.78 months from the 2019/2020 budgeted figures to the 2019/2020 adjustment budget figures as approved by Council.

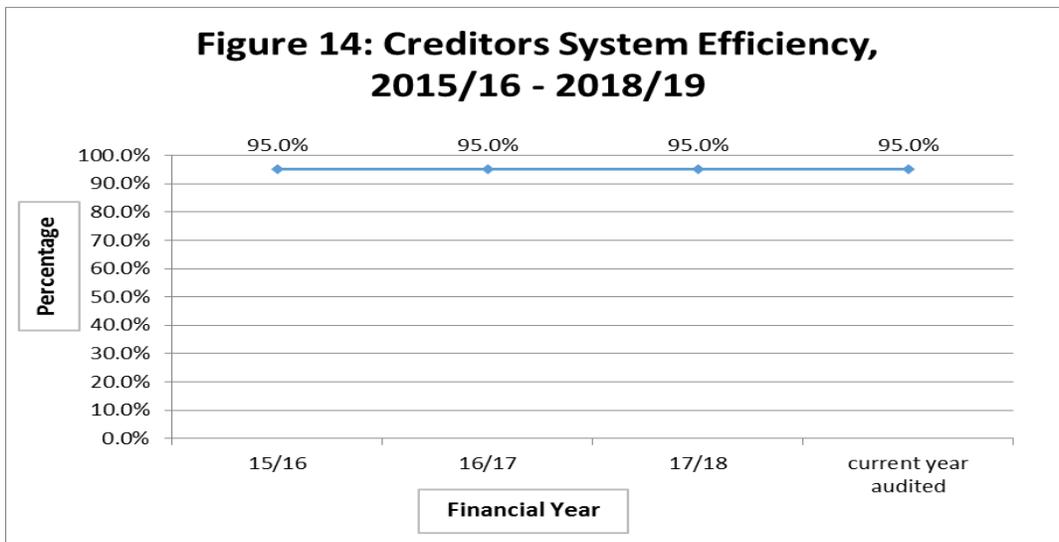


The outstanding service debtors, as expressed for Greater Tzaneen Municipality in **Figure 12** above, measure how much money is still owed by the community for services i.e. electricity, and waste removal compared to how much money has been paid for these services. It is calculated by dividing the total outstanding service debtors by the total annual revenue received for services. A lower score is better. It is evident from the graph that the total outstanding service debtors increased from 70.3% in the previous year to 81.4% in the current year. This means that 81.4% of services billed are not recovered on time. The fact that the outstanding service debtors increased

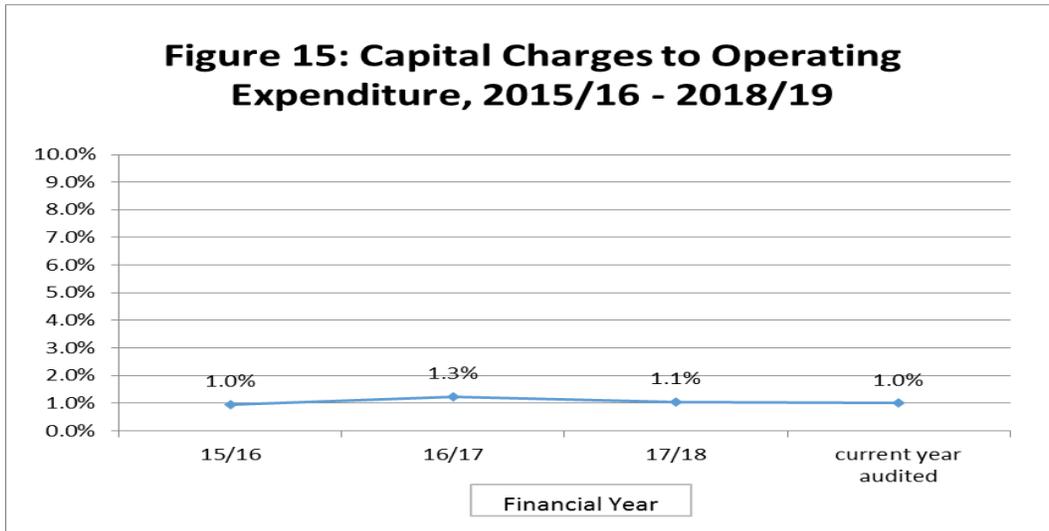
is a serious matter of concern and special attention will have to be given to outstanding service debtors to ensure an affordable rate.



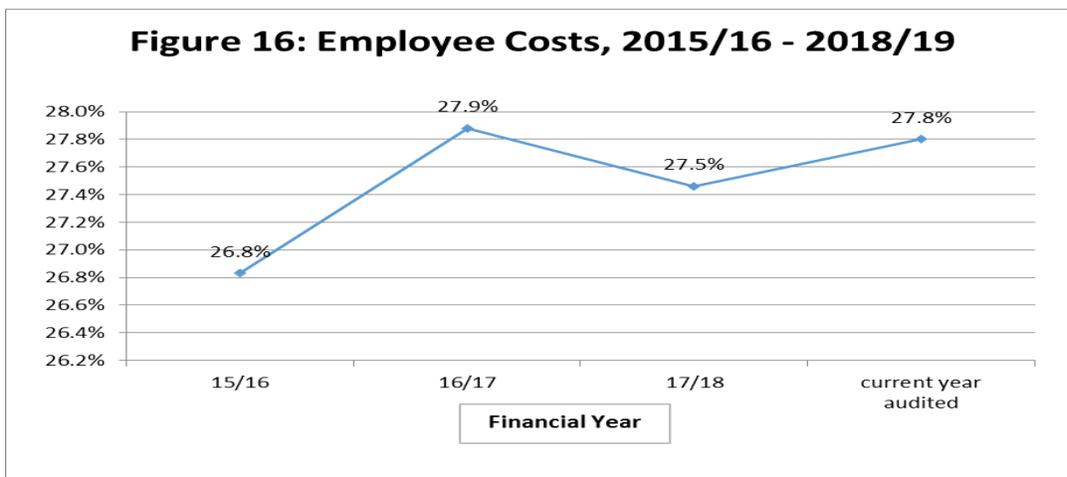
Debt coverage, as expressed for Greater Tzaneen Municipality in **Figure 13** above, is the number of times debt payments can be accommodated within Council Operating revenue (excluding grants). This, in turn represents the ease with which payments can be accommodated by the Municipality. The current operating revenue of Greater Tzaneen Municipality covers all payments due for debt services within 17.5 days.



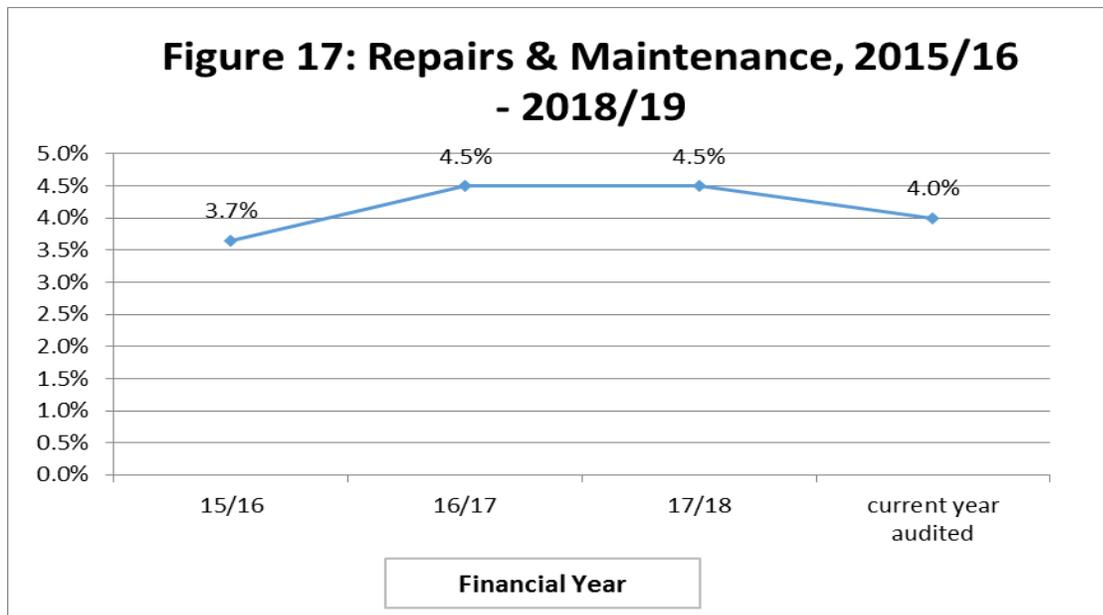
The Creditor System Efficiency, as demonstrated for Greater Tzaneen Municipality in **Figure 14** above, is the proportion of creditors paid within terms (30 days). This ratio is calculated by outstanding trade creditors divided by credit purchases. The fact that 95% of Councils creditors are paid within 30 days is proof that good expenditure management is exercised.



The capital charges to operating expenditure ratio are calculated by dividing the sum of capital interest and principle payments by the total operating expenditure. **Figure 15** presents the percentage expenditure spent on the repayment of loans against total expenditure. Only 1.0% of the expenses were spent on the repayment of loans during the 2018/2019 financial year



Employee costs, as expressed for Greater Tzaneen Municipality in the figure above, measures what proportion of the revenue was spent on paying employee costs. It is calculated by dividing the total employee cost by the difference between the total revenue and capital revenue (MIG). The employee cost ratio of 27.8% (see **Figure 16**) for Greater Tzaneen Municipality is well within the acceptable ratio of 35%.



The repairs and maintenance ratio, as demonstrated for Greater Tzaneen Municipality in **Figure 17** above, represents the proportion of operating revenue against repairs and maintenance. The ratio of 4.0% is far below the target of 13% which is an indication that Council assets have not been maintained adequately during the financial year under review. Labour cost is however not included in this calculation

It can be argued that repairs and maintenance cost consist of material, vehicles cost and labour cost. If labour cost is included in the calculation the ratio will increase to 11%.

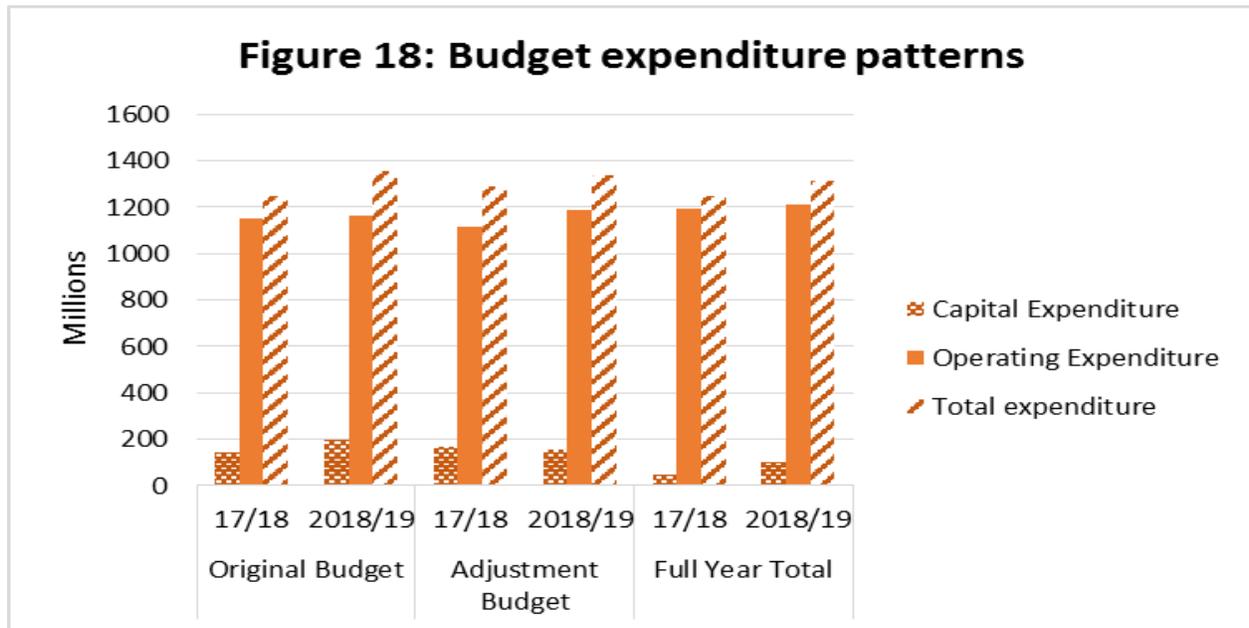
## COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

### 5.6 CAPITAL EXPENDITURE

The capital expenditure for 2018/19 is presented below in **Table 140** and in **Figure 18**.

|                          | Original Budget     |              | Adjustment Budget |              | Full Year Total |              | % of Expenditure Budget |             |
|--------------------------|---------------------|--------------|-------------------|--------------|-----------------|--------------|-------------------------|-------------|
|                          | 17/18               | 2018/19      | 17/18             | 2018/19      | 17/18           | 2018/19      | 17/18                   | 2018/19     |
|                          | Capital Expenditure | 141          | 195               | 169          | 154             | 49           | 103                     | 3.92%       |
| Operating Expenditure    | 1 150               | 1 162        | 1 118             | 1 185        | 1 196           | 1 212        | 96.08%                  |             |
| <b>Total expenditure</b> | <b>1 246</b>        | <b>1 357</b> | <b>1 287</b>      | <b>1 339</b> | <b>1 245</b>    | <b>1 315</b> | <b>100.00%</b>          | <b>100%</b> |

The Municipality incurred expenditure on road projects, amounting to R87 million, which is not included in the total capital expenditure. This is the result of the RAL roads financed from MIG funding, which have been transferred to Roads agency Limpopo.



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## 5.7 SOURCES OF FINANCE

The Capital budget for the 2018/2019 financial year was approved by council during May 2018 and was funded as following:

- Own sources                    R 17,5 Million
- Loans                            R 90 Million
- Grants                         R 87,6 Million
- Total:**                         **R 195, 1 Million**

### **Capital projects from loans**

Capital projects financed through loans to the amount of R90 million was identified and tabled to council to ensure that the municipality's electricity distribution network is upgraded to the extent that power outages are minimized.

During February 2019 Council reviewed the 2018/2019 budget and approved an adjusted budget for the 2018/2019 financial year. The capital budget was changed and the following allocations were provided to fund the adjusted budget:

- Own source                    R 25,7 million
- Loans                            R 40 million
- Grants                         R 87,9 million
- Total**                         **R 153, 7 million**

### **Adjusted Capital project from own source**

Council approved an amount of R25, 8 million to finance capital projects from own revenue source while noting that an amount of R8,2 million is not cash backed and it will be financed by savings through budget management.

### **Adjusted Capital projects from loans**

Discussions between the municipality, DBSA and Government Departments resulted in the council rescinding its resolution to take up a loan of R60 million from Standard Bank

Capital projects have been moved between financial years to limit the capital programme financed from loans to R40 million which was taken up from DBSA

### **Capital projects from grants**

The grant allocation represents municipal infrastructure grant allocation of R92 millions of which R87, 6 million is allocated for capital projects and R4, 6 million is allocated for operational expenses. An amount of R230 000 was added to grant funding to cater for the cleaners town grant

### **Funding of the operational budget**

The funding of the operational budget can be summarized as follows:

- Rates and Service Charges                      R 630,5 Million
- Grants and subsidies                                R 454,3 Million
- Sundry Income                                        R 89,4 Million
- **Budgeted Revenue                                R 1,174 Billion**

| <b>Table 141: Capital Expenditure - Funding Sources 2017/18 – 2018/19 (R'000)</b> |                                    |                |                             |                          |               |                                      |
|-----------------------------------------------------------------------------------|------------------------------------|----------------|-----------------------------|--------------------------|---------------|--------------------------------------|
| <b>Details</b>                                                                    |                                    | <b>2017/18</b> | <b>2018/19</b>              |                          |               |                                      |
|                                                                                   |                                    | <b>Actual</b>  | <b>Original Budget (OB)</b> | <b>Adjustment Budget</b> | <b>Actual</b> | <b>Adjustment to OB Variance (%)</b> |
| <b>Source of finance</b>                                                          |                                    |                |                             |                          |               |                                      |
|                                                                                   | External loans                     | 5 016          | 90 000                      | 40 000                   | 17 531        |                                      |
|                                                                                   | Public contributions and donations | 49             |                             |                          |               |                                      |
|                                                                                   | Grants and subsidies               | 29 978         | 87 699                      | 87 699                   | 48 283        |                                      |
|                                                                                   | Other                              | 13 744         | 17 735                      | 26 254                   | 34 147        |                                      |
| <b>Total</b>                                                                      |                                    | <b>48 788</b>  | <b>195 434</b>              | <b>153 953</b>           | <b>99 961</b> |                                      |

| <b>Table 141: Capital Expenditure - Funding Sources 2017/18 – 2018/19 (R'000)</b> |                                    |                |                             |                          |               |                                      |
|-----------------------------------------------------------------------------------|------------------------------------|----------------|-----------------------------|--------------------------|---------------|--------------------------------------|
| <b>Details</b>                                                                    |                                    | <b>2017/18</b> | <b>2018/19</b>              |                          |               |                                      |
|                                                                                   |                                    | <b>Actual</b>  | <b>Original Budget (OB)</b> | <b>Adjustment Budget</b> | <b>Actual</b> | <b>Adjustment to OB Variance (%)</b> |
| <b>Percentage of finance</b>                                                      |                                    |                |                             |                          |               |                                      |
|                                                                                   | External loans                     |                |                             |                          |               |                                      |
|                                                                                   | Public contributions and donations | 0.0%           |                             |                          |               |                                      |
|                                                                                   | Grants and subsidies               | 66.9%          |                             |                          |               |                                      |
|                                                                                   | Other                              | 15.3%          |                             |                          |               |                                      |
| <b>Capital expenditure</b>                                                        |                                    |                |                             |                          |               |                                      |
|                                                                                   | Electricity                        |                | 56 600                      | 56 454                   | 17 532        |                                      |
|                                                                                   | Housing                            | 47 025         | 12 507                      | 2 500                    |               |                                      |
|                                                                                   | Roads and storm water              | 820            | 125 292                     | 92 088                   | 53 817        |                                      |
|                                                                                   | Other                              | 120 851        | 1 035                       | 2 931                    | 1 247         |                                      |
| <b>Total</b>                                                                      | <b>230</b>                         | <b>195 434</b> | <b>153 973</b>              | <b>72 596</b>            |               |                                      |
| <b>Percentage of expenditure</b>                                                  |                                    |                |                             |                          |               |                                      |
|                                                                                   | Electricity                        | 27.8%          |                             |                          |               |                                      |
|                                                                                   | Housing                            | 0.5%           |                             |                          |               |                                      |
|                                                                                   | Roads and storm water              | 71.5%          |                             |                          |               |                                      |
|                                                                                   | Other                              | 0.1%           |                             |                          |               |                                      |

## 5.8 CAPITAL SPENDING ON 5 LARGEST PROJECTS

The details regarding the five largest capital projects are presented in Table 146 below.

| <b>Table 142: Capital Expenditure of 5 largest projects*R'000) 2018/19</b> |                        |                          |                           |                              |                                |
|----------------------------------------------------------------------------|------------------------|--------------------------|---------------------------|------------------------------|--------------------------------|
| <b>Name of Project</b>                                                     | <b>Current Year</b>    |                          |                           | <b>Variance Current Year</b> |                                |
|                                                                            | <b>Original Budget</b> | <b>Adjustment Budget</b> | <b>Actual Expenditure</b> | <b>Original Variance (%)</b> | <b>Adjustment variance (%)</b> |
| Moruji to Matswi/ Ksheshokolwe road from Gravel to tar (Phase 5 of 5)      | R28,307,882.67         | R28,307,882.67           | R28,307,882.67            | 0                            | 0                              |
| Upgrading of Mbambamencisi Access Road                                     | R8,768,065.01          | R8,100,000               | R6,163,309.84             | 30                           | 24                             |

**Table 142: Capital Expenditure of 5 largest projects\*(R'000) 2018/19**

| Name of Project                                                         | Current Year    |                   |                    | Variance Current Year |                         |
|-------------------------------------------------------------------------|-----------------|-------------------|--------------------|-----------------------|-------------------------|
|                                                                         | Original Budget | Adjustment Budget | Actual Expenditure | Original Variance (%) | Adjustment variance (%) |
| <i>Tarring Nkowankowa A Codesa and Hani Streets</i>                     | R10,212,232.00  | R6,212,232.00     | R8,488,772.96      | 17                    | 37                      |
| <i>Upgrading of Khujwana to Lenyenye Access Road from Gravel to Tar</i> | R11,388,015.77  | R11,388,015.77    | R14,721,469.35     | 29                    | 29                      |
| <i>Upgrading of Mulati Access Road</i>                                  | R7,944 398.55   | R9,332,414.32     | R8,468,417.69      | 7                     | 9                       |

**Project details below:****A - Moruji to Matswi/ Kheshokolwe road from Gravel to tar (Phase 5 of 5)**

|                              |                                             |
|------------------------------|---------------------------------------------|
| Objective of Project         | <b>Upgrading of road from gravel to tar</b> |
| Delays                       | Slow progress by the contractor             |
| Future Challenges            | None                                        |
| Anticipated citizen benefits | 12 581                                      |

**B - Upgrading of Mbambamencisi Access Road**

|                              |                                         |
|------------------------------|-----------------------------------------|
| Objective of Project         | Upgrading of road from gravel to paving |
| Delays                       | Labour Unrest                           |
| Future Challenges            | None                                    |
| Anticipated citizen benefits | 8 096                                   |

**C – Tarring Nkowankowa A Codesa and Hani Streets**

|                              |                                         |
|------------------------------|-----------------------------------------|
| Objective of Project         | Upgrading of road from gravel to paving |
| Delays                       | Community unrest                        |
| Future Challenges            | Contract price disparities              |
| Anticipated citizen benefits | 16 194                                  |

**D – Upgrading of Khujwana to Lenyenye Access Road from Gravel to Tar**

|                              |                                         |
|------------------------------|-----------------------------------------|
| Objective of Project         | Upgrading of road from gravel to paving |
| Delays                       | None                                    |
| Future Challenges            | None                                    |
| Anticipated citizen benefits | 12 009                                  |

**E - Upgrading of Mulati Access Road**

|                              |                                         |
|------------------------------|-----------------------------------------|
| Objective of Project         | Upgrading of road from gravel to paving |
| Delays                       | None                                    |
| Future Challenges            | Contract price disparities              |
| Anticipated citizen benefits | 3 110                                   |

## 5.9 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

The current demand for infrastructure exceeds Councils ability to fund the required R400 million costs (electricity network alone) to renew and upgrade infrastructure. The Municipality has managed to obtain R90million from DBSA to assist in addressing the backlog in asset renewal and maintenance in the electrical department and the Municipality is currently engaged in sourcing alternative funding from private public partnership (PPP) which will assist the engineering department.

|                  | Service level above minimum standard |        | Service level below minimum standard |       |
|------------------|--------------------------------------|--------|--------------------------------------|-------|
|                  | No. HHs                              | % HHs  | No. HHs                              | % HHs |
| Water            | 17 723                               | 16%    | 26 373                               | 25.1% |
| Sanitation       | 14 480                               | 13.29% | 1 836                                | 1.7%  |
| Electricity      | 108 390                              | 99,5%  | 536                                  | 0.5%  |
| Waste management | 8 695                                | 8%     | 52 170                               | 48%   |

\* GTM does not supply Electricity Below minimum standard, these signify no access

| Details                                | Budget        | Adjustment Budget | Actual        | Variance |                   | Major conditions applied by donor (continue below if necessary) |
|----------------------------------------|---------------|-------------------|---------------|----------|-------------------|-----------------------------------------------------------------|
|                                        |               |                   |               | Budget   | Adjustment Budget |                                                                 |
| <b>Infrastructure - Road transport</b> |               |                   |               |          |                   | MIG only to be spent on eradicating backlogs                    |
| Roads, Pavements & Bridges             | 85 699        | 85 699            | 63 763        | 21 936   | 21 936            |                                                                 |
| <b>Infrastructure - Other</b>          |               |                   |               |          |                   |                                                                 |
| Sports Grounds                         |               | 3 605             | 3 605         |          |                   |                                                                 |
|                                        |               |                   |               |          |                   |                                                                 |
| <b>Total</b>                           | <b>85 699</b> | <b>89 304</b>     | <b>67 368</b> |          |                   |                                                                 |

## COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

In the environment that Greater Tzaneen Municipality is operating, cash flow management is important to ensure that funds are available, when needed to pay for services that all money owed to the Municipality are recovered. It also provides information with regard to access fund which are invested to increase Councils revenue through interest.

### 5.10 CASH FLOW

GTM closed with a positive bank balance at year and all unspent conditional grants money were fully cash backed. However, challenges remain in the sense that R16.4million for equitable share was, erroneously, deducted by National Treasury, which affected the cash flow for the Municipality. Also GTM incurred fruitless and wasteful expenditure due to late payments of Eskom accounts and lastly, the ongoing low payment rate (less than 35 %) most especially in Nkowankowa and Lenyenye Townships affects the cash flow negatively.

| Description                                      | 2017/18         | 2018/19         |                 |                |
|--------------------------------------------------|-----------------|-----------------|-----------------|----------------|
|                                                  | Audited Outcome | Original Budget | Adjusted Budget | Actual         |
| <b>CASH FLOW FROM OPERATING ACTIVITIES</b>       |                 |                 |                 |                |
| <b>Receipts</b>                                  |                 |                 |                 |                |
| Ratepayers and other                             | 591,763         | 700,277         | 699,777         | 679,518        |
| Government - operating                           | 394,442         | 366,611         | 367,247         | 375,245        |
| Government - capital                             | 91,145          | 87,699          | 87,699          | 98,926         |
| Interest                                         | 4,427           | 20,801          | 20,801          | 9,616          |
| Dividends                                        |                 |                 |                 |                |
| <b>Payments</b>                                  |                 |                 |                 |                |
| Suppliers and employees                          | (1,060,225)     | (1,063,801)     | (1,065,074)     | (1,030,814)    |
| Finance charges                                  | (11,108)        | (24,449)        | (24,449)        | (10,961)       |
| Transfers and Grants                             | 112,421         | 30,805          | 31,441          | 50,297         |
| <b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b> | <b>122,865</b>  | <b>117,943</b>  | <b>117,443</b>  | <b>171,827</b> |

| <b>Table 145: Cash Flow Outcomes (R'000)</b>      |                        |                        |                        |                  |
|---------------------------------------------------|------------------------|------------------------|------------------------|------------------|
| <b>Description</b>                                | <b>2017/18</b>         | <b>2018/19</b>         |                        |                  |
|                                                   | <b>Audited Outcome</b> | <b>Original Budget</b> | <b>Adjusted Budget</b> | <b>Actual</b>    |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>       |                        |                        |                        |                  |
| <b>Receipts</b>                                   |                        |                        |                        |                  |
| Proceeds on disposal of PPE                       | 3,261                  | 2,500                  | 2,500                  | 677              |
| Decrease (Increase) in non-current debtors        |                        |                        |                        |                  |
| Decrease (increase) other non-current receivables |                        |                        |                        |                  |
| Decrease (increase) in non-current investments    | (2,643)                | (5,073)                | (5,073)                | (4,522)          |
| Decrease (increase) in Financial Assets           |                        |                        |                        |                  |
| <b>Payments</b>                                   |                        |                        |                        |                  |
| Capital assets                                    | (125,381)              | (195,199)              | (145,199)              | (167,803)        |
| <b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>  | <b>(124,762)</b>       | <b>(197,772)</b>       | <b>(147,772)</b>       | <b>(171,648)</b> |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>       |                        |                        |                        |                  |
| <b>Receipts</b>                                   |                        |                        |                        |                  |
| Short term loans                                  |                        |                        |                        |                  |
| Borrowing long term/refinancing                   | (17,695)               | 90,000                 | 40,000                 | 40,000           |
| Increase (decrease) in consumer deposits          |                        |                        |                        |                  |
| <b>Payments</b>                                   |                        |                        |                        |                  |
| Repayment of borrowing                            | (4,757)                | (11,057)               | (11,057)               | (5,636)          |
| <b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>  | <b>(22,452)</b>        | <b>78,943</b>          | <b>28,943</b>          | <b>34,364</b>    |
| <b>NET INCREASE/ (DECREASE) IN CASH HELD</b>      | <b>(24,348)</b>        | <b>(886)</b>           | <b>(1,386)</b>         | <b>34,542</b>    |
| Cash/cash equivalents at the year begin:          | 31,839                 | 12,343                 | 8,056                  | 7,491            |
| Cash/cash equivalents at the yearend:             | <b>7,491</b>           | <b>11,457</b>          | <b>6,670</b>           | <b>42,033</b>    |

It is evident from **Table 145** above that Councils' cash flow status has improved from R7 491 at the beginning of the year under review to R42 033 at the end of the year. An increase of R34 542 in the cash position of council is registered, financial management is essential since this amount should be viewed in the light of the fact that R5 million grant funds received were not spent.

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## 5.11 BORROWING AND INVESTMENTS

Section 18 of the MFMA determines, inter alia, that a Municipality may make use of borrowed funds, but only to finance capital expenditure. External borrowing represent capital funding. It must, however, be emphasised that although external borrowing represents capital funding, it has a negative effect on the operational budget in the form of interest and depreciation. The result of this is less funds available for maintenance and general administrative costs. The current outstanding external loans of Greater Tzaneen Municipality amounts to R132, 3 million. This amount includes R45 million loan stock and R87, 3 million annuity loans.

### **Investments**

Adequate provision has been made, by way of external investments, to ensure that cash is available on the maturity date, to repay a loan of R15 million and R30 million which were borrowed from DBSA and Standard Bank respectively. Investment income on the other hand is utilised to fund the operational budget. Details of the investments of Greater Tzaneen Municipality are disclosed in note 4 of the annual financial statement. The valuation of unlisted investments are as follows:

- Liberty R14 136 980
- Standard Bank R17 388 103

### **Excelsior 1000 Investment**

An annual investment of R855 619 has been made with Liberty to repay a loan of R15 million on a maturity date. The loan bears interest on variable rate and the value of the investment amounts to R14 136 980. The investment has been ceded to liberty as security to repay the loan on 30 September 2019.

### **Loan stock: Standard Bank**

An investment of R11 350 000 has been made with Standard bank to repay a loan R30 million on maturity date. The loan bears interest at a rate of 12.09% per annual, and the value of the

investment amounts to R17 388 103. The investment has been ceded to standard Bank as security to repay the loan on 16 October 2025.

| <b>Table 146: Actual Borrowings 2014/15-2018/19 (R'000)</b> |                |                |                |                |                |
|-------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>Instrument</b>                                           | <b>2014/15</b> | <b>2015/16</b> | <b>2016/17</b> | <b>2017/18</b> | <b>2018/19</b> |
| <b><u>Municipality</u></b>                                  |                |                |                |                |                |
| Long-Term Loans (annuity/reducing balance)                  | 92 631         | 110 491        | 74 493         | 56 901         | 87,315         |
| Long-Term Loans (non-annuity)                               |                |                |                |                |                |
| Local registered stock                                      | 15 000         | 45 000         | 45 000         | 45 000         | 45,000         |
| Instalment Credit                                           |                |                |                |                |                |
| Financial Leases                                            |                |                |                |                |                |
| PPP liabilities                                             |                |                |                |                |                |
| Finance Granted By Cap Equipment Supplier                   |                |                |                |                |                |
| Marketable Bonds                                            |                |                |                |                |                |
| Non-Marketable Bonds                                        |                |                |                |                |                |
| Bankers Acceptances                                         |                |                |                |                |                |
| Financial derivatives                                       |                |                |                |                |                |
| Other Securities                                            |                |                |                |                |                |
| <b>Municipality Total</b>                                   | <b>107 631</b> | <b>155 491</b> | <b>119 493</b> | <b>101 901</b> | <b>132,315</b> |

Loan repayment have been effected timeously with no default however R90million loan over the period of three years from DBSA will increase borrowings. The increase in borrowings (reflected in **Table 146** above) is as a result of new loan taken up from DBSA to fund electrical projects.

| <b>Table 147: Municipal Investments (R'000)</b> |                |                |                |                |                |
|-------------------------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>Investment* type</b>                         | <b>Actual</b>  |                |                |                |                |
|                                                 | <b>2014/15</b> | <b>2015/16</b> | <b>2016/17</b> | <b>2017/18</b> | <b>2018/19</b> |
| <b><u>Municipality</u></b>                      |                |                |                |                |                |
| Securities - National Government                |                |                |                |                |                |
| Listed Corporate Bonds                          |                |                |                |                |                |
| Deposits - Bank                                 | 7 557          | 20 940         | 25 174         | 26 887         | 31 525         |
| Bankers Acceptance Certificates                 |                |                |                |                |                |
| Negotiable Certificates of Deposit - Banks      | n/a            | n/a            | n/a            | n/a            |                |
| <b>Municipality sub-total</b>                   | <b>7 557</b>   | <b>20 940</b>  | <b>25 174</b>  | <b>26 887</b>  | <b>31 525</b>  |
| <b>Consolidated total:</b>                      | <b>7 557</b>   | <b>20 940</b>  | <b>25 174</b>  | <b>26 887</b>  | <b>31 525</b>  |

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## 5.12 PUBLIC PRIVATE PARTNERSHIPS

For the financial year concerned no PPP's have been entered into during 2018/19.

## COMPONENT D: OTHER FINANCIAL MATTERS

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## 5.13 SUPPLY CHAIN MANAGEMENT

The Council has developed an SCM Policy and practices in compliance with the guidelines set out by the Supply Chain Management Regulations, 2005, which was approved with effect from 1 March 2006. The new Preferential Procurement Regulations, 2011, with effect from 7 December 2011, was incorporated in the policy and adopted.

The SCM Policy incorporating the above-mentioned regulations, as well as all other relevant pieces of legislation, regulations, and circulars are annually reviewed during the budget process. The municipality has established the three (3) bid committee system. No councillors are members of any committee of the committees handling supply chain processes.

The supply chain officials are currently attending accredited training modules to meet the requirements of the minimum competency levels. The municipality has not yet implemented SIPDM policy (Standard for Infrastructure Procurement and Delivery management) policy. Supply chain staff meet the minimum Competency levels as required by National Treasury. At present all irregular expenditures are being investigated by MPAC for 18/19 financial period. Council has condoned prior year's irregular expenditure

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#### 5.14 GRAP & MSCOA COMPLIANCE

GRAP is the acronym for Generally Recognized Accounting Practice. Successful GRAP compliance will ensure that municipal accounts are comparable and more informative to the municipality. It will also ensure that the municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications. The municipality prepares the annual financial statement that complies with the Standards of GRAP. The objectives of GRAP are the following:

- To ensure consistency in the accounting treatment of transactions and classification of account balances in municipalities
- To enhance comparability between similar-sized municipal bodies on a national basis
- To enable users of financial statements to make more accurate assessments of risks and returns.

#### **Implementation of MSCOA:**

The municipality has been developing financial modules build up the MSCOA functionality for readiness in in July 2019, however challenges were faced during testing and user department interphase meetings and are currently being addressed. The municipality prepared the budgets on version 6.2 ,to comply to MSCOA data strings monthly submission requirements

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#### 5.15 DEBT OWED BY COUNCILLORS AND OFFICIALS

The table below presents the arrears owed to Council by Councillors and officials:

| <b>Name</b>             | <b>Position</b> | <b>30 Days +</b> | <b>60 Days +</b> | <b>90 Days +</b> |
|-------------------------|-----------------|------------------|------------------|------------------|
| <b>Councillors</b>      |                 |                  |                  |                  |
| M J Maake               |                 | 503              |                  |                  |
| <b>Senior officials</b> |                 |                  |                  |                  |
| None                    |                 |                  |                  |                  |

The amount owed by Cllr. M.J Maake account was paid in full after 30 June 2019.

## CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

Section 131 of the Municipal Finance Management Act no.56 of 2002 determines the following:

***“A Municipality must address any issue raised by the Auditor General in an audit report. The Mayor of a Municipality must ensure compliance by the Municipality with this sub-section.”***

### COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS 2015/16 & 2016/17

#### 6.1 AUDITOR GENERAL REPORTS 2017/18

Greater Tzaneen Municipality submitted its Annual Financial Statements to the Auditor General on 31 August 2018. The municipality received a qualified Audit Opinion for the 2017/2018 financial year. The progress with correcting the findings of the Auditor General for 2017/18 is presented in **Table 153** below:

| <b>Table 149: Auditor-General Report on Financial Performance 2017/18</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Audit Report Status*: Qualified</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                          |
| <b>Non-Compliance Issues</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Remedial Action taken</b>                                                                                                                                                             |
| <p><b><u>Annual Financial Statement, performance and annual reports</u></b></p> <ul style="list-style-type: none"> <li>The financial Statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA</li> </ul> <p>Material misstatements of revenue and disclosure items identified by the auditors in the submitted financial statements were subsequently corrected and the supporting records were provided subsequently, but the uncorrected material misstatements and supporting records that could not be provided resulted in the financial statements receiving a qualified audit opinion.</p> | <p>AFS were reviewed timeously and submitted</p> <p>Major INEP finding resolved with AG</p> <p>HR related polices still not resolved</p> <p>UIF still undergoing MPAC investigations</p> |
| <p><b><u>Procurement and Contract management</u></b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>Awareness sessions undertaken</p>                                                                                                                                                     |

| <b>Table 149: Auditor-General Report on Financial Performance 2017/18</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Audit Report Status*: Qualified</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                            |
| <b>Non-Compliance Issues</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Remedial Action taken</b>                                                                                                                                                                                                                                               |
| <ul style="list-style-type: none"> <li>• Some of the goods and services with a transaction value of below R200 000 were procured without obtaining the required price quotations, in contravention of SCM regulation 17(a) and (c)</li> <li>• Some of the goods and services of a transaction value above R200 000 were procured without inviting competitive bids, as required by SCM regulation 19(a). Deviations were approved by the accounting officer even though it was not impractical to invite competitive bids, in contravention of regulation 36(1)</li> <li>• The preference point system was not applied to some of the procurement of goods and services above R30 000 as required by section 2(a) of the Preference Procurement Policy Framework Act. Similar non-compliance was also reported in the prior year.</li> <li>• Some of the construction contracts were awarded to contractors that did not qualify for the contract in accordance with section 18(1) of the CIDB Act and CIDB regulation 17 and 25(7A).</li> </ul> | <p>by management on SCM process and deviations memo's CSD compliance was enforced all quotations and bids</p> <p>Staff shortage in SCM still challenge however, it will be address in 19/20 financial period</p>                                                           |
| <p><b><u>Expenditure Management</u></b></p> <ul style="list-style-type: none"> <li>• Money owed by municipality was not always paid within 30 days an agreed period, as required by section 65(2)(e) of the MFMA.</li> <li>• Reasonable steps were not taken to prevent irregular expenditure amounting to R12 252 915 as disclosed in note 45 of the annual financial statements, as required by section 62(1)(d) of MFMA</li> <li>• Reasonable steps were not taken to prevent unauthorised expenditure to the amount of R111 909 266 as disclosed in note 43, as required by section 62(1)(d) of the MFMA&gt;</li> <li>• Reasonable steps were not taken to prevent fruitless and wasteful expenditure amounting to R2 551 489, as disclosed in</li> </ul>                                                                                                                                                                                                                                                                                    | <p>Cashflow challenges still prevalent, cost cutting measures have been undertaken and also revenue collection strategies.</p> <p>Awareness sessions undertaken by management on SCM process and deviations memo's CSD compliance was enforced all quotations and bids</p> |

| <b>Table 149: Auditor-General Report on Financial Performance 2017/18</b>                                                                                                                                                                                       |                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| <b>Audit Report Status*: Qualified</b>                                                                                                                                                                                                                          |                                                                                                                                      |
| <b>Non-Compliance Issues</b>                                                                                                                                                                                                                                    | <b>Remedial Action taken</b>                                                                                                         |
| note 44 of the annual financial statement, in contravention of section 62(1) (d)/ 95(d) of the MFMA. The majority of the fruitless and wasteful expenditure was caused by payments relating to legal fees.                                                      |                                                                                                                                      |
| <p><b><u>Human Resource Management</u></b></p> <ul style="list-style-type: none"> <li>Appropriate system and procedures to monitor, measure evaluate performance to staff were not developed and adopted, as required by section 67(1)(d) of the MSA</li> </ul> | Individual PMS policy was revised and submitted to Council for approval but was referred back for further consultation with the LLF. |
| <p><b><u>Utilisation of grant funding</u></b></p> <p>Performance in respect of programmes funded by municipal Infrastructure Grant was not evaluated, as required by section 12(5) of the DoRA</p>                                                              | MIG and INEP propjets reporting is done monthly to comply.                                                                           |

The AG also expressed an opinion on the result of auditing performance information (see **Table 150**).

| <b>Table 150: Auditor-General Report on Service Delivery Performance 2017/18</b>       |                                                                                                                                                      |
|----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Audit Report Status*: Qualified</b>                                                 |                                                                                                                                                      |
| <b>Non-Compliance Issues</b>                                                           | <b>Remedial Action Taken</b>                                                                                                                         |
| Performance indicators were not well defined, targets were not specific and measurable | KPIs were revised during the adjustment process                                                                                                      |
| Reported achievement did not agree with the evidence provided                          | Monthly review of portfolio of evidence taking place through an electronic system. Monthly compliance Audit reports generated and sent to Directors. |

6.2 AUDITOR GENERAL REPORT 2018/19

Greater Tzaneen Municipality submitted its Annual Financial Statements to the Auditor General on 31 August 2018. The municipality received a qualified Audit Opinion for the 2018/2019 financial year. The progress with correcting the findings of the Auditor General for 2018/19 is presented in **Table 151** below:

| <b>Table 151: Auditor-General Report on Financial Performance 2018/19</b> |                                                                                                                                                                          |
|---------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Audit Report Status*: Qualified</b>                                    |                                                                                                                                                                          |
| <b>Non-Compliance Issues</b>                                              | <b>Remedial Action to be taken</b>                                                                                                                                       |
| Inappropriate estimation of the useful lives                              | Adequate review on useful lives of assets at each reporting date in line with related GRAP standards                                                                     |
| Incomplete disclosure of irregular expenditure                            | Some of the SCM queries as raised by Auditor General are still under investigation and the Municipality is still waiting for the formal respond from the Auditor general |

| <b>Table 152: Auditor-General Report on Service Delivery Performance 2018/19</b> |                                                              |
|----------------------------------------------------------------------------------|--------------------------------------------------------------|
| <b>Audit Report Status*: Qualified</b>                                           |                                                              |
| <b>Non-Compliance Issues</b>                                                     | <b>Remedial Action to be Taken</b>                           |
| Reported information does not correspond with the evidence provided              | Directors to verify reported information on a monthly basis. |
| KPIs not verifiable                                                              | KPIs will be reviewed during the adjustment process          |

Section 71 of the MFMA (Act 56 of 2003) requires municipalities to return a series of financial performance data to the National Treasury at specified intervals throughout the year. The Chief Financial Officer states that these data sets have been returned by GTM according to the reporting requirements, with the exception of C6 (refer to Addendum Q).

## GLOSSARY

|                                           |                                                                                                                                                                                                                                                               |
|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Accessibility indicators</b>           | Explore whether the intended beneficiaries are able to access services or outputs.                                                                                                                                                                            |
| <b>Accountability documents</b>           | Documents used by executive authorities to give “ <i>full and regular</i> ” reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports. |
| <b>Activities</b>                         | The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “ <i>what we do</i> ”.                                                                                            |
| <b>Adequacy indicators</b>                | The quantity of input or output relative to the need or demand.                                                                                                                                                                                               |
| <b>Annual Report</b>                      | A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.           |
| <b>Approved Budget</b>                    | The annual budget of a Municipality as audited by the Auditor General and approved by Council or a provincial or national executive.                                                                                                                          |
| <b>Baseline</b>                           | Current level of performance that a Municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.                                                          |
| <b>Basic municipal service</b>            | A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.                                        |
| <b>Budget year</b>                        | The financial year for which an annual budget is to be approved – means a year ending on 30 June.                                                                                                                                                             |
| <b>Cost indicators</b>                    | The overall cost or expenditure of producing a specified quantity of outputs.                                                                                                                                                                                 |
| <b>Distribution indicators</b>            | The distribution of capacity to deliver services.                                                                                                                                                                                                             |
| <b>Financial Statements</b>               | Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.                                                                      |
| <b>General Key performance indicators</b> | After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.                                                                           |
| <b>Impact</b>                             | The results of achieving specific outcomes, such as reducing poverty and creating jobs.                                                                                                                                                                       |
| <b>Inputs</b>                             | All the resources that contribute to the production and delivery of outputs. Inputs are “ <i>what we use to do the work</i> ”. They include finances, personnel, equipment and buildings.                                                                     |
| <b>Integrated</b>                         | Set out municipal goals and development plans.                                                                                                                                                                                                                |

|                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Development Plan (IDP)</b>                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>National Key performance areas</b>              | <ul style="list-style-type: none"> <li>• Service delivery &amp; infrastructure</li> <li>• Economic development</li> <li>• Municipal transformation and institutional development</li> <li>• Financial viability and management</li> <li>• Good governance and community participation</li> </ul>                                                                                                                                                                                                                                 |
| <b>Outcomes</b>                                    | The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".                                                                                                                                                                                                                                                                       |
| <b>Outputs</b>                                     | The final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.                                                                                                                                                                     |
| <b>Performance Indicator</b>                       | Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)                                                                                                                                                                                                                                          |
| <b>Performance Information</b>                     | Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Performance Standards:</b>                      | The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor. |
| <b>Performance Targets:</b>                        | The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a Municipality aims to achieve within a given time period.                                                                                                                                                                                                                                                                                    |
| <b>Service Delivery Budget Implementation Plan</b> | Detailed plan approved by the Mayor for implementing the Municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.                                                                                                                                                                                                                                          |
| <b>Vote:</b>                                       | One of the main segments into which a budget of a Municipality is divided for appropriation of money for the different departments or functional areas of the Municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area.                                                                                                                                                                                                                                |

**ADDENDUMS**

**ADDENDUM A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE**

| <b>Table 153: Councillors, Committees Allocated And Council Attendance (2018/19)</b> |                                      |                                                                                       |                                        |                                               |                                                |
|--------------------------------------------------------------------------------------|--------------------------------------|---------------------------------------------------------------------------------------|----------------------------------------|-----------------------------------------------|------------------------------------------------|
| <b>Council Members</b>                                                               | <b>Full Time / Part Time (Ft/Pt)</b> | <b>Committees Allocated</b>                                                           | <b>*Ward And/ Or Party Represented</b> | <b>Percentage Council Meetings Attendance</b> | <b>Percentage Apologies For Non-Attendance</b> |
| Cllr MG Mangena                                                                      | Full Time                            | Executive Committee / Council                                                         | PR                                     | 92%                                           | 8%                                             |
| Cllr DJ Mmetle                                                                       | Full Time                            | Programming / Council                                                                 | PR                                     | 100%                                          | 0%                                             |
| Cllr CS Nhemoto                                                                      | Full Time                            | Programming / Rules & Ethics / Council                                                | PR                                     | 92%                                           | 8%                                             |
| Cllr MM Letsoalo                                                                     | Part Time                            | Executive Committee / Sports Arts & Culture / Council                                 | PR                                     | 75%                                           | 25%                                            |
| Cllr C Machimana                                                                     | Full Time                            | Executive Committee / Public Transport, Safety & Security / Special Program / Council | PR                                     | 75%                                           | 25%                                            |
| Cllr TT Maunatlala                                                                   | Full Time                            | Executive Committee / Budget & Treasury / Council                                     | PR                                     | 92%                                           | 8%                                             |
| Cllr NJ Mbhalati                                                                     | Full Time                            | Executive Committee / Corporate Governance / Council                                  | PR                                     | 58%                                           | 42%                                            |
| Cllr GE Ntombane                                                                     | Full Time                            | Executive Committee / Infrastructure / Council                                        | Ward Councillor                        | 58%                                           | 42%                                            |
| Cllr M Prinsloo                                                                      | Part Time                            | Executive Committee / Infrastructure / Special Program / Council                      | Ward Councillor                        | 75%                                           | 25%                                            |
| Cllr MM Sekhwele                                                                     | Part Time                            | Executive Committee / Economic Development / Council                                  | PR                                     | 67%                                           | 33%                                            |
| Cllr MS Tiba                                                                         | Part Time                            | Executive Committee / Economic Development / Council                                  | PR                                     | 100%                                          | 0%                                             |
| Cllr ML Hlangwane                                                                    | Part Time                            | Executive Committee / Health & Social Development / Council                           | Ward Councillor                        | 75%                                           | 25%                                            |
| Cllr MS Baloyi                                                                       | Part Time                            | Budget & Treasury / Health and Social Development / Council                           | Ward Councillor                        | 92%                                           | 8%                                             |
| Cllr J Banyini                                                                       | Part Time                            | Corporate Governance / Economic Development / Council                                 | Ward Councillor                        | 92%                                           | 8%                                             |
| Cllr OK Banyini                                                                      | Part Time                            | Corporate Governance / Chairpersons / Council                                         | Ward Councillor                        | 100%                                          | 0%                                             |
| Cllr PW Cronje                                                                       | Part Time                            | Health & Social Development / Sports Arts & Culture / Council                         | Ward Councillor                        | 92%                                           | 8%                                             |
| Cllr DF Kgafane                                                                      | Part Time                            | Budget & Treasury / Council                                                           | Ward Councillor                        | 75%                                           | 25%                                            |
| Cllr MR Kgatla                                                                       | Part Time                            | Corporate Governance / Special Program / Council                                      | Ward Councillor                        | 100%                                          | 0%                                             |
| Cllr LK Lepulana                                                                     | Part Time                            | Health & Social Development / Council                                                 | Ward Councillor                        | 100%                                          | 0%                                             |

| <b>Table 153: Councillors, Committees Allocated And Council Attendance (2018/19)</b> |                                      |                                                                              |                                        |                                               |                                                |
|--------------------------------------------------------------------------------------|--------------------------------------|------------------------------------------------------------------------------|----------------------------------------|-----------------------------------------------|------------------------------------------------|
| <b>Council Members</b>                                                               | <b>Full Time / Part Time (Ft/Pt)</b> | <b>Committees Allocated</b>                                                  | <b>*Ward And/ Or Party Represented</b> | <b>Percentage Council Meetings Attendance</b> | <b>Percentage Apologies For Non-Attendance</b> |
| Cllr MJ Maake                                                                        | Part Time                            | Public Transport, Safety & Security / Infrastructure / Council               | PR                                     | 83%                                           | 17%                                            |
| Cllr MH Mafokwane                                                                    | Part Time                            | MPAC / Council                                                               | Ward Councillor                        | 92%                                           | 8%                                             |
| Cllr NM Mahasha                                                                      | Part Time                            | Chair of Chairs / Rules and Ethics / Programming / Special Program / Council | PR                                     | 92%                                           | 8%                                             |
| Cllr JT Makhubele                                                                    | Part Time                            | Sports Arts & Culture / Health & Social Development / Council                | Ward Councillor                        | 83%                                           | 17%                                            |
| Cllr GP Makhubele                                                                    | Part Time                            | Council                                                                      | Ward Councillor                        | 92%                                           | 8%                                             |
| Cllr MM Makwala                                                                      | Part Time                            | Sports Arts & Culture / Chairpersons / Council                               | PR                                     | 75%                                           | 25%                                            |
| Cllr SC Makwala                                                                      | Part Time                            | Public Transport, Safety & Security / Council                                | Ward Councillor                        | 67%                                           | 33%                                            |
| Cllr MA Makwela                                                                      | Part Time                            | Programming / Council                                                        | PR                                     | 67%                                           | 33%                                            |
| Cllr MM Makwela                                                                      | Part Time                            | Budget & Treasury / Council                                                  | Ward Councillor                        | 58%                                           | 42%                                            |
| Cllr TE Malatji                                                                      | Part Time                            | Infrastructure / Council                                                     | Ward Councillor                        | 92%                                           | 8%                                             |
| Cllr GM Malatji                                                                      | Part Time                            | Budget & Treasury / Health & Social Development / Council                    | Ward Councillor                        | 67%                                           | 33%                                            |
| Cllr D Malemela                                                                      | Part Time                            | Executive Committee / MPAC / Council                                         | PR                                     | 67%                                           | 33%                                            |
| Cllr SM Mapiitja                                                                     | Part Time                            | Public Transport, Safety & Security / Infrastructure / Council               | Ward Councillor                        | 83%                                           | 17%                                            |
| Cllr SP Masetla                                                                      | Part Time                            | Corporate Governance / Council                                               | Ward Councillor                        | 67%                                           | 33%                                            |
| Cllr NA Masila                                                                       | Part Time                            | Budget & Treasury / Council                                                  | Ward Councillor                        | 100%                                          | 0%                                             |
| Cllr NP Mathebula                                                                    | Part Time                            | Infrastructure / Council                                                     | PR                                     | 100%                                          | 0%                                             |
| Cllr MM Mathekga                                                                     | Part Time                            | Economic Development / Special Program / Council                             | Ward Councillor                        | 92%                                           | 8%                                             |
| Cllr TL Matita                                                                       | Part Time                            | Sports Arts & Culture / Council                                              | Ward Councillor                        | 75%                                           | 25%                                            |
| Cllr NG Maunatlala                                                                   | Part Time                            | MPAC / Council                                                               | Ward Councillor                        | 83%                                           | 17%                                            |
| Cllr MF Mbhalati                                                                     | Part Time                            | Special Program / Chairpersons / Council                                     | PR                                     | 67%                                           | 33%                                            |
| Cllr TJ McClintock                                                                   | Part Time                            | Budget & Treasury / Council                                                  | PR                                     | 67%                                           | 33%                                            |
| Cllr DG Mkhabele                                                                     | Full Time                            | MPAC / Chairpersons / Council                                                | PR                                     | 67%                                           | 33%                                            |
| Cllr MF Mochabela                                                                    | Part Time                            | Corporate Governance / Council                                               | PR                                     | 92%                                           | 8%                                             |
| Cllr F Mohlaba                                                                       | Part Time                            | Public Transport, Safety & Security, Economic Development / Council          | PR                                     | 75%                                           | 25%                                            |

| <b>Table 153: Councillors, Committees Allocated And Council Attendance (2018/19)</b> |                                      |                                                                               |                                        |                                               |                                                |
|--------------------------------------------------------------------------------------|--------------------------------------|-------------------------------------------------------------------------------|----------------------------------------|-----------------------------------------------|------------------------------------------------|
| <b>Council Members</b>                                                               | <b>Full Time / Part Time (Ft/Pt)</b> | <b>Committees Allocated</b>                                                   | <b>*Ward And/ Or Party Represented</b> | <b>Percentage Council Meetings Attendance</b> | <b>Percentage Apologies For Non-Attendance</b> |
| Cllr SN Mohonone                                                                     | Part Time                            | MPAC / Council                                                                | PR                                     | 50%                                           | 50%                                            |
| Cllr MJ Mokgoloboto                                                                  | Part Time                            | MPAC / Council                                                                | PR                                     | 100%                                          | 0%                                             |
| Cllr MC Morwatshehla                                                                 | Part Time                            | Public Transport, Safety & Security / Budget & Treasury / Council             | PR                                     | 100%                                          | 0%                                             |
| Cllr T Mpenyana                                                                      | Part Time                            | Corporate Governance / Council                                                | Ward Councillor                        | 92%                                           | 8%                                             |
| Cllr NG Mukansi                                                                      | Part Time                            | Health & Social Development / Council                                         | Ward Councillor                        | 50%                                           | 50%                                            |
| Cllr TH Mushwana                                                                     | Part Time                            | MPAC / Council                                                                | Ward Councillor                        | 100%                                          | 0%                                             |
| Cllr ET Ngobeni                                                                      | Part Time                            | Council                                                                       | Ward Councillor                        | 83%                                           | 17%                                            |
| Cllr SE Ngobeni                                                                      | Part Time                            | MPAC / Council                                                                | Ward Councillor                        | 83%                                           | 17%                                            |
| Cllr JL Ngobeni                                                                      | Part Time                            | Corporate Governance / Council                                                | Ward Councillor                        | 67%                                           | 33%                                            |
| Cllr MC Nkhwashu                                                                     | Part Time                            | Budget & Treasury / Infrastructure / Chairpersons / Special Program / Council | PR                                     | 83%                                           | 17%                                            |
| Cllr N Nkhwashu                                                                      | Part Time                            | Public Transport, Safety & Security / Rules & Ethics / Programming / Council  | PR                                     | 83%                                           | 17%                                            |
| Cllr ME Phakula                                                                      | Part Time                            | Budget & Treasury / Council                                                   | Ward Councillor                        | 92%                                           | 8%                                             |
| Cllr RE Pohl                                                                         | Part Time                            | Corporate Governance / Council                                                | PR                                     | 58%                                           | 42%                                            |
| Cllr ML Pudikabekwa                                                                  | Part Time                            | Economic Development / Chairpersons / Council                                 | PR                                     | 92%                                           | 8%                                             |
| Cllr MS Rakganya                                                                     | Part Time                            | Infrastructure / Council                                                      | Ward Councillor                        | 92%                                           | 8%                                             |
| Cllr PJ Ramodipa                                                                     | Part Time                            | Sports Arts & Culture / Rules & Ethics / Chairpersons / Council               | Ward Councillor                        | 75%                                           | 25%                                            |
| Cllr SB Ramoshaba                                                                    | Part Time                            | Corporate Governance / Council                                                | PR                                     | 64%                                           | 36%                                            |
| Cllr O Raolane                                                                       | Part Time                            | Special Program / Council                                                     | PR                                     | 64%                                           | 36%                                            |
| Cllr KI Rapatsa                                                                      | Part Time                            | MPAC / Council                                                                | PR                                     | 75%                                           | 25%                                            |
| Cllr RS Rapitsi                                                                      | Part Time                            | Infrastructure / Public Transport, Safety & Security / Council                | Ward Councillor                        | 75%                                           | 25%                                            |
| Cllr JM Ratopola                                                                     | Part Time                            | Health & Social Development / Rules & Ethics / Programming / Council          | PR                                     | 92%                                           | 8%                                             |
| Cllr NR Rikhotso                                                                     | Part Time                            | Public Transport, Safety & Security / Council                                 | Ward Councillor                        | 92%                                           | 8%                                             |
| Cllr CT Shisinga                                                                     | Part Time                            | Sports Arts & Culture / Council                                               | PR                                     | 42%                                           | 58%                                            |
| Cllr O Sithole                                                                       | Part Time                            | Infrastructure / Council                                                      | PR                                     | 75%                                           | 25%                                            |
| Cllr NH Zandamela                                                                    | Part Time                            | Infrastructure / Council                                                      | Ward Councillor                        | 42%                                           | 58%                                            |

ADDENDUM B – COMMITTEES AND COMMITTEE PURPOSES

| <b>Table 154: Committees (other than Mayoral / Executive Committee) and Purposes of Committees</b> |                                                                                                                                                                                                                                                                                 |                           |                                        |
|----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------------------------|
| <b>Municipal Committees</b>                                                                        | <b>Purpose of Committee</b>                                                                                                                                                                                                                                                     | <b>Name of Councillor</b> | <b>Percentage of meetings attended</b> |
| Finance Committee                                                                                  | To discuss matters concerning the Revenue and Debt Management, Procurement and Stock Management, Expenditure, Budgets and Budgetary Control, Accounting, Finance, Financial Administration, Insurance and Housing Finance and any other matter related to finance thereto.      | Maunatlala TT             | 88%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                 | Masila NA                 | 100%                                   |
|                                                                                                    |                                                                                                                                                                                                                                                                                 | Makwela MM                | 82%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                 | Phakula E                 | 41%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                 | Morwatshehla C            | 88%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                 | Malatji G                 | 29%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                 | Kgafane F                 | 52%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                 | Baloyi S                  | 94%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                 | Nkhwashu MC               | 35%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                 | McClintock T              | 52%                                    |
| Infrastructure Committee                                                                           | To discuss matters related to Electricity and Energy including network operations, distribution, sales and customer services.                                                                                                                                                   | Ntimbana EG               | 33%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                 | Nkhwashu MC               | 83%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                 | Malatji E                 | 100%                                   |
|                                                                                                    |                                                                                                                                                                                                                                                                                 | Rapitsi R                 | 66%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                 | Rakganya S                | 75%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                 | Mapitja MM                | 50%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                 | Maake J                   | 58%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                 | Mathebula N               | 91%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                 | Sithole O                 | 33%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                 | Prinsloo M                | 58%                                    |
| Economic Development, Housing and Spatial Development Plan                                         | To discuss matters related to SMME, empowerment support and job creation, the support and regulation of informal trading, sector support, investment and export, trade promotion and facilitation, the facilitation of partnerships between the Council and public, private and | Tiba MS                   | 44%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                 | Pudikabekwa L             | 88%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                 | Kgatla M                  | 22%                                    |

| <b>Table 154: Committees (other than Mayoral / Executive Committee) and Purposes of Committees</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                           |                                        |
|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------------------------|
| <b>Municipal Committees</b>                                                                        | <b>Purpose of Committee</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Name of Councillor</b> | <b>Percentage of meetings attended</b> |
|                                                                                                    | community groups, economic co-ordination and facilitation, business area management and community skills development and Tourism. The housing and informal settlement, the spatial planning and growth management, design services, land use management, building development management, development projects, land information and planning legislation and enforcement.                                                                                                                     | Mathekga M                | 66%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Rikhotso R                | 55%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Sekhwela M                | 33%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Mohlaba F                 | 77%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Banyini J                 | 77%                                    |
| Corporate Governance & Shared Services                                                             | To discuss matters related to Human Resource Administration, Labour Relations, Recruitment and Selection, Training and Development, Occupational Health and Safety, Employment Equity, Skills Development, Grading and Remuneration, Performance management and Transformation. The General Administration. Auxiliary Services, Committee Secretariat, Councillor Support, Printing and Graphic Services. The Internal Communication, Public Participation and Information Technology matters. | Mbhalati NS               | 58%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Banyini O                 | 100%                                   |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Ngobeni J                 | 41%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Ramoshaba B               | 91%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Masetla P                 | 33%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Mpenyana T                | 75%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Mochabela F               | 66%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Kgatla M                  | 16%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Kgatla R                  | 75%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Pohl R                    | 58%                                    |
| Machete PP                                                                                         | 57%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |                                        |
| Banyini J                                                                                          | 50%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |                                        |
| Public Transport & Roads                                                                           | To discuss on Transportation planning, systems monitoring and information management, Traffic infrastructure management, public transport, passenger security. Traffic signs and robot maintenance. Decide on the permanent closure of all streets and roads.                                                                                                                                                                                                                                  | Machimana C               | 77%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Makwala SC                | 88%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Nkhwashu N                | 44%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Mohlaba F                 | 77%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Rapitsi R                 | 55%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Mapitja MM                | 55%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Rikhotso NR               | 66%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Maake J                   | 55%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Morwatshehla M            | 66%                                    |
| Sports Recreation, Arts                                                                            | To discuss matters concerning sports and recreation, arts and culture.                                                                                                                                                                                                                                                                                                                                                                                                                         | Letsoalo MM               | 100%                                   |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Makwala MM                | 100%                                   |

| <b>Table 154: Committees (other than Mayoral / Executive Committee) and Purposes of Committees</b> |                                                                                                                                                                                                                                                                                                                                                                             |                           |                                        |
|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------------------------|
| <b>Municipal Committees</b>                                                                        | <b>Purpose of Committee</b>                                                                                                                                                                                                                                                                                                                                                 | <b>Name of Councillor</b> | <b>Percentage of meetings attended</b> |
| & Culture                                                                                          |                                                                                                                                                                                                                                                                                                                                                                             | Cronje P                  | 11%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Matita L                  | 55%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Shisinga C                | 33%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Makhubele J               | 66%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Ramodipa PJ               | 88%                                    |
| Health & Social Development                                                                        | To discuss matters concerning the Libraries, the Community facilities, cemeteries and crematoria, health services, refuse removal; refuse disposal, illegal dumping and street cleansing.                                                                                                                                                                                   | Hlangwane ML              | 66%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Malatji G                 | 83%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Mkansi N                  | 33%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Baloyi S                  | 100%                                   |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Makhubele TJ              | 66%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Lepulana K                | 100%                                   |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Ratopola J                | 83%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Cronje P                  | 33%                                    |
| Special Programmes                                                                                 | To discuss matters related to youth, elderly, gender and disabilities including HIV/AIDS programmes.                                                                                                                                                                                                                                                                        | Machimana C               | 100%                                   |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Mbhalati MF               | 100%                                   |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Mahasha NM                | 60%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Nkhwashu MC               | 0%                                     |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Mathekga M                | 100%                                   |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Raolane O                 | 0%                                     |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Rapitsi R                 | 50%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Prinsloo M                | 0%                                     |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Kgatla MR                 | 50%                                    |
| Municipal Public Account Committee                                                                 | To consider and evaluate the annual report, to examine the financial statements and audit reports, to promote good governance, transparency and accountability on the municipal resources, to undertake any investigation in its area of responsibility and to perform any other function assigned to it through a resolution of Council within its area of responsibility. | Derick Mkhabela           | 60%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Thomas Mushwana           | 87%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Ngwako Maunatlala         | 80%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Malesela Mafokwane        | 47%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Josephine Mokgoloboto     | 93%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Irene Rapatsa             | 73%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Ngwako Mohonone           | 93%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Dumisani Malemela         | 40%                                    |
|                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                             | Edward Ngobeni            | 80%                                    |

| <b>Table 154: Committees (other than Mayoral / Executive Committee) and Purposes of Committees</b> |                                                                                                                                                                                                                                         |                           |                                        |
|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------------------------|
| <b>Municipal Committees</b>                                                                        | <b>Purpose of Committee</b>                                                                                                                                                                                                             | <b>Name of Councillor</b> | <b>Percentage of meetings attended</b> |
| Rules & Ethics Committee                                                                           | To enforce Council's Rules of Order and the Code of Conduct for Councillors in terms of Schedule 1 of the Municipal Systems Act                                                                                                         | Ramodipa PJ               | 75%                                    |
|                                                                                                    |                                                                                                                                                                                                                                         | Nhemo SC                  | 50%                                    |
|                                                                                                    |                                                                                                                                                                                                                                         | Maunatlala TT             | 25%                                    |
|                                                                                                    |                                                                                                                                                                                                                                         | Mahasha NM                | 25%                                    |
|                                                                                                    |                                                                                                                                                                                                                                         | Pohl R                    | 75%                                    |
|                                                                                                    |                                                                                                                                                                                                                                         | Ratopola J                | 25%                                    |
|                                                                                                    |                                                                                                                                                                                                                                         | Makwela A                 | 50%                                    |
|                                                                                                    |                                                                                                                                                                                                                                         | Nkhwashu N                | 75%                                    |
| Programming Committee                                                                              | Responsible for considering and routing items/motions to Council Committees for oversight purposes and ultimately to Council.<br>Agreeing on the allocation of speaking time for the items and motions contained in the Council Agenda. | Mmetle DJ                 | 100%                                   |
|                                                                                                    |                                                                                                                                                                                                                                         | Maunatlala TT             | 90%                                    |
|                                                                                                    |                                                                                                                                                                                                                                         | Nhemo CS                  | 72%                                    |
|                                                                                                    |                                                                                                                                                                                                                                         | Ratopola J                | 54%                                    |
|                                                                                                    |                                                                                                                                                                                                                                         | Pohl R                    | 54%                                    |
|                                                                                                    |                                                                                                                                                                                                                                         | Mahasha NM                | 72%                                    |
|                                                                                                    |                                                                                                                                                                                                                                         | Makwela A                 | 36%                                    |
|                                                                                                    |                                                                                                                                                                                                                                         | Nkhwashu N                | 54%                                    |
| Chairpersons Committee                                                                             | To discuss the challenges experienced in all committees of Council and the solutions thereof, in line with the Standing Rules and Orders of Council.                                                                                    | Mahasha NM                | 66%                                    |
|                                                                                                    |                                                                                                                                                                                                                                         | Makwala C                 | 33%                                    |
|                                                                                                    |                                                                                                                                                                                                                                         | Mbhalati MF               | 33%                                    |
|                                                                                                    |                                                                                                                                                                                                                                         | Banyini O                 | 100%                                   |
|                                                                                                    |                                                                                                                                                                                                                                         | Nkhwashu C                | 100%                                   |
|                                                                                                    |                                                                                                                                                                                                                                         | Pudikabekwa L             | 66%                                    |
|                                                                                                    |                                                                                                                                                                                                                                         | Masila A                  | 100%                                   |
|                                                                                                    |                                                                                                                                                                                                                                         | Malatji G                 | 33%                                    |
|                                                                                                    |                                                                                                                                                                                                                                         | Makwela M                 | 100%                                   |
|                                                                                                    |                                                                                                                                                                                                                                         | Ramodipa J                | 66%                                    |
| Mkhabela G                                                                                         | 0%                                                                                                                                                                                                                                      |                           |                                        |

ADDENDUM C –THIRD TIER ADMINISTRATIVE STRUCTURE

| <b>Table 155: Third Tier Administrative Structure (2018/19)</b> |                                                                      |
|-----------------------------------------------------------------|----------------------------------------------------------------------|
| <b>Directorate</b>                                              | <b>Director/Manager (State title and name)</b>                       |
| Office of the Mayor                                             | Manager (Office of the Mayor) Ms SN Ngobeni                          |
| Office of the Municipal Manager                                 | Manager (Internal Audit) Ms HS Manyike                               |
|                                                                 | Senior Officer (Disaster Management) Mr MM Rabothata                 |
|                                                                 | Manager (Strategic Support) Vacant                                   |
|                                                                 | Manager (Risk Management) Mrs. MM Mpyana                             |
|                                                                 | Manager (Legal Services) T. Mampane                                  |
| Corporate Services                                              | Manager (Human Resources) Mrs. NMH Maake                             |
|                                                                 | Manager (Adm. Support & Records Management) Mrs MW Baloyi            |
|                                                                 | Manager (IT) Mr. TG Maluleke                                         |
|                                                                 | Manager (Community Participation and Project Support) ) Mr. F Malale |
|                                                                 | Manager (Communications) Vacant                                      |
| Planning and Economic Development                               | Manager (Social Economic Dev) Mr. DF Rammalo                         |
|                                                                 | Manager (Land & Housing) Mr. NH Phakula                              |
|                                                                 | Manager (Town Planning) Mr. NJ Mathye                                |
| Office of Chief Financial Officer                               | Manager (Supply Chain) Ms Z Modjadji                                 |
|                                                                 | Manager (Finance) Mr. J. Biewenga                                    |
|                                                                 | Manager (Asset Management) Mr. TA Ramokgano                          |
|                                                                 | Manager (Income) Mrs. PM Viljoen                                     |
|                                                                 | Manager (Expenditure) Mrs. ME Sono                                   |
|                                                                 | Manager (Stores and Fleet Management) Mr A le Grange                 |
| Electrical Engineering Services                                 | Manager (Operations and Maintenance) Mr. AG Laubscher                |
|                                                                 | Manager (Customer and Retail Services) PB Tshawe                     |
|                                                                 | Manager (Electrical Planning and Projects) Vacant                    |
| Engineering Services                                            | Manager (PMU) Mr. MJ Matlala                                         |
|                                                                 | Manager (Building Maintenance Services) Mr. ML Mahayi                |
|                                                                 | Manager (Water & Sanitation) Ms A Gangashe                           |
|                                                                 | Manager (Roads and Storm Water) Mrs. H.O. Tshisevhe                  |
| Community Services                                              | Manager (Solid Waste) Mr. HL Mienie                                  |
|                                                                 | Manager (Library Services) Mrs. CJ Nel                               |
|                                                                 | Manager (Environmental Health) Mrs. TM Machumele                     |
|                                                                 | Manager (Licensing and Testing) Mr. CAJ Liversage                    |
|                                                                 | Manager (Law Enforcement) Mr. MJ Malatji                             |

| <b>Table 156: Municipal Functions</b>                                                                                                                                                                           |                                                        |                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|-------------------------------------------------|
| <b>MUNICIPAL FUNCTIONS</b>                                                                                                                                                                                      | <b>Function Applicable to Municipality (Yes / No)*</b> | <b>Function Applicable to Entity (Yes / No)</b> |
| <b>Constitution Schedule 4, Part B functions:</b>                                                                                                                                                               |                                                        |                                                 |
| Air pollution                                                                                                                                                                                                   | Yes                                                    | No                                              |
| Building regulations                                                                                                                                                                                            | Yes                                                    | No                                              |
| Child care facilities                                                                                                                                                                                           | No                                                     | No                                              |
| Electricity and gas reticulation                                                                                                                                                                                | Yes                                                    | No                                              |
| Firefighting services                                                                                                                                                                                           | No                                                     | No                                              |
| Local tourism                                                                                                                                                                                                   | Yes                                                    | No                                              |
| Municipal airports                                                                                                                                                                                              | Yes                                                    | No                                              |
| Municipal planning                                                                                                                                                                                              | Yes                                                    | No                                              |
| Municipal health services                                                                                                                                                                                       | No                                                     | No                                              |
| Municipal public transport                                                                                                                                                                                      | No                                                     | No                                              |
| Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law | Yes                                                    | No                                              |
| Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto                                                                     | No                                                     | No                                              |
| Stormwater management systems in built-up areas                                                                                                                                                                 | Yes                                                    | No                                              |
| Trading regulations                                                                                                                                                                                             | Yes                                                    | No                                              |
| Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems                                                                                      | Yes                                                    | No                                              |
| Beaches and amusement facilities                                                                                                                                                                                | Yes                                                    | No                                              |
| Billboards and the display of advertisements in public places                                                                                                                                                   | Yes                                                    | No                                              |
| Cemeteries, funeral parlours and crematoria                                                                                                                                                                     | Yes                                                    | No                                              |
| Cleansing                                                                                                                                                                                                       | Yes                                                    | No                                              |
| Control of public nuisances                                                                                                                                                                                     | Yes                                                    | No                                              |

| <b>Table 156: Municipal Functions</b>                              |                                                        |                                                 |
|--------------------------------------------------------------------|--------------------------------------------------------|-------------------------------------------------|
| <b>MUNICIPAL FUNCTIONS</b>                                         | <b>Function Applicable to Municipality (Yes / No)*</b> | <b>Function Applicable to Entity (Yes / No)</b> |
| <b>Constitution Schedule 4, Part B functions:</b>                  |                                                        |                                                 |
| Control of undertakings that sell liquor to the public             | Yes                                                    | No                                              |
| Facilities for the accommodation, care and burial of animals       | No                                                     | No                                              |
| Fencing and fences                                                 | No                                                     | No                                              |
| Licensing of dogs                                                  | Yes                                                    | No                                              |
| Licensing and control of undertakings that sell food to the public | Yes                                                    | No                                              |
| Local amenities                                                    | Yes                                                    | No                                              |
| Local sport facilities                                             | Yes                                                    | No                                              |
| Markets                                                            | No                                                     | No                                              |
| Municipal abattoirs                                                | No                                                     | No                                              |
| Municipal parks and recreation                                     | Yes                                                    | No                                              |
| Municipal roads                                                    | Yes                                                    | No                                              |
| Noise pollution                                                    | Yes                                                    | No                                              |
| Pounds                                                             | Yes                                                    | No                                              |
| Public places                                                      | Yes                                                    | No                                              |
| Refuse removal, refuse dumps and solid waste disposal              | Yes                                                    | No                                              |
| Street trading                                                     | Yes                                                    | No                                              |
| Street lighting                                                    | Yes                                                    | No                                              |
| Traffic and parking                                                | Yes                                                    | No                                              |

ADDENDUM E – WARD REPORTING

| <b>Table 157: Functionality of Ward Committees (2018/19)</b> |                                                                                                                                                                                                                                                                                                                                                     |                                    |                                   |                                                               |                                                      |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------|---------------------------------------------------------------|------------------------------------------------------|
| <b>Ward</b>                                                  | <b>Name of Ward Councillor &amp; Elected Committee members</b>                                                                                                                                                                                                                                                                                      | <b>Committee established (y/n)</b> | <b>Number of monthly meetings</b> | <b>Number of Monthly reports submitted to Speakers office</b> | <b>Number of quarterly public ward meetings held</b> |
| 1                                                            | <b>Ngwako Maunatlala (Ward Cllr)</b><br><u><b>Ward committee</b></u><br>1. Cedrick Kgobane<br>2. Mohlatlego Kgatla<br>3. Pikisile Manyama<br>4. Thabang Mogale<br>5. Amos Mkansi<br>6. Meriam Selowa<br>7. Hellen Mashao<br>8. Jeaneth Senyolo<br>9. Ramonyathi Modjadji<br>10. Molele Justice                                                      | Yes                                | 12                                | 12                                                            | 4                                                    |
| 2                                                            | <b>Malesele Mafokwane (Ward Cllr)</b><br><u><b>Ward committee</b></u><br>1. Sontaga Reuben Sebashe<br>2. Dipuo Phaladi<br>3. Marcia Xalati Mhlongo<br>4. Matshidiso Agnes Mohale<br>5. Thembi Lucia Rikhotso<br>6. Refilwe Reginah Manyama<br>7. Thupedi David Shai<br>8. Nkhashaka Tompson Shikhwapane<br>9. Sarah Thakho<br>10. Isaac Saki Mohale | Yes                                | 12                                | 12                                                            | 0                                                    |

| <b>Table 157: Functionality of Ward Committees (2018/19)</b> |                                                                                                                                                                                                                                                                                                                                                                |                                    |                                   |                                                               |                                                      |
|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------|---------------------------------------------------------------|------------------------------------------------------|
| <b>Ward</b>                                                  | <b>Name of Ward Councillor &amp; Elected Committee members</b>                                                                                                                                                                                                                                                                                                 | <b>Committee established (y/n)</b> | <b>Number of monthly meetings</b> | <b>Number of Monthly reports submitted to Speakers office</b> | <b>Number of quarterly public ward meetings held</b> |
| 3                                                            | <b>Pessyna Masetla (Ward Cllr)</b><br><u><b>Ward committee</b></u><br>1. Richard Thomas Mongwe<br>2. Phetole Velly Machaba<br>3. Mpheri Rakgwale<br>4. Mmatlala Patricia Machete<br>5. Michael Magezi Masinge<br>6. Nwahloma Evelyn Khosa<br>7. Mhanani Fridah Nkuna<br>8. Rejoyce Mokgadi Rampedi<br>9. Modibe Wiseman Sekgule<br>10. Dikeledi Sehlwane       | Yes                                | 10                                | 12                                                            | 01                                                   |
| 4                                                            | <b>Mavis MMapitja (Ward Cllr)</b><br><u><b>Ward committee</b></u><br>1. Jabulani Vincent Shiburi<br>2. Mmabsalwa Tiny Manyemula<br>3. Pontsho Jane Mokgwathi<br>4. Sesana Violet Mpenyana<br>5. Thulani Mapfumari<br>6. Matsie Victoria Mahasha<br>7. George Mokgwakgwa Molokwane<br>8. Weldar Pronkie Mongwe<br>9. Nwajajani Winny Bvuma<br>10. Regina Sewape | Yes                                | 9                                 | 12                                                            | 01                                                   |
| 5                                                            | <b>Jele Ngobeni (Ward Cllr)</b><br><u><b>Ward committee</b></u><br>1. Derrick Tonny Ngobeng<br>2. Nurse Tinyiko Mabunda<br>3. Honisi Kenett Mamtwa<br>4. Boy Wilson Zitha<br>5. Jopi Daisy Malubana<br>6. Gloria Nukeri<br>7. Gezani Hansie Usiba<br>8. Melta Katekani Mathebula<br>9. Tennyson Ngobeni<br>10. Lucy Makumbila                                  | Yes                                | 9                                 | 12                                                            | 01                                                   |
| 6                                                            | <b>Emma Ngobeni (Ward Cllr)</b><br><u><b>Ward committee</b></u><br>1. Ntwanano Khosa                                                                                                                                                                                                                                                                           | Yes                                | 9                                 | 12                                                            | 01                                                   |

| <b>Table 157: Functionality of Ward Committees (2018/19)</b> |                                                                                                                                                                                                                                                                                                      |                                    |                                   |                                                               |                                                      |
|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------|---------------------------------------------------------------|------------------------------------------------------|
| <b>Ward</b>                                                  | <b>Name of Ward Councillor &amp; Elected Committee members</b>                                                                                                                                                                                                                                       | <b>Committee established (y/n)</b> | <b>Number of monthly meetings</b> | <b>Number of Monthly reports submitted to Speakers office</b> | <b>Number of quarterly public ward meetings held</b> |
|                                                              | 2. Mfundhisi James Ngobeni<br>3. Joyce Ramawila<br>4. Sonia Mhlongo<br>5. Ntsikiwane Victor Ngobene<br>6. Gwevani Jonas Mathebula<br>7. Masenyani George Makhubela<br>8. Mkhensani Christinah Manyiki<br>9. Masangu Maggie Mathebula<br>10. Mavis Mnisi                                              |                                    |                                   |                                                               |                                                      |
| 7                                                            | <b>LEON MATITA (Ward Cllr)</b><br><u><b>Ward committee</b></u><br>1. Justice Malatji<br>2. Mamaila Ratlabala<br>3. Christina Mametja<br>4. Semosa Edward<br>5. Lesego Malatji<br>6. Rose Sekhula<br>7. Eddy Makgobatlou<br>8. Benjamin Mokwena<br>9. Mailula Cecilia<br>10. Ramalepe Mapula          | Yes                                | 10                                | 12                                                            | 01                                                   |
| 8                                                            | <b>MOKGADI MATHEKGA (Ward Cllr)</b><br><u><b>Ward committee</b></u><br>1. MV Leshoka<br>2. Grace Sekgobela<br>3. Evans Lebea<br>4. Chaos Makgobatlou<br>(deceased)<br>5. Makoma Selowa<br>6. Ngwako Sebetola<br>7. Ngwako Mopai<br>8. Richard Malatji<br>9. Josephina Raolane<br>10. Kate Makgoakgoa | Yes                                | 8                                 | 12                                                            | 01                                                   |

| <b>Table 157: Functionality of Ward Committees (2018/19)</b> |                                                                                                                                                                                                                                                                                          |                                    |                                   |                                                               |                                                      |
|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------|---------------------------------------------------------------|------------------------------------------------------|
| <b>Ward</b>                                                  | <b>Name of Ward Councillor &amp; Elected Committee members</b>                                                                                                                                                                                                                           | <b>Committee established (y/n)</b> | <b>Number of monthly meetings</b> | <b>Number of Monthly reports submitted to Speakers office</b> | <b>Number of quarterly public ward meetings held</b> |
| 9                                                            | <b>MARTHA MOHALE (Ward Cllr)</b><br><b><u>Ward committee</u></b><br>1.Meshack Rabotha<br>2. Ignatius Masedi<br>3. Lawrence Mokgwathi<br>4. Mohale Samuel<br>5. Pinky Mamokhere<br>6. Forence Maenetja<br>7. Edna Rapelwana<br>8.Sophy Lepebe<br>9. Johanna Maenetja<br>10. Freddy Pilusa | Yes                                | 10                                | 12                                                            | 01                                                   |
| 10                                                           | <b>SARA BALOYI (Ward Cllr)</b><br><b><u>Ward committee</u></b><br>1. Sello Maake``<br>2 .Agnes Mokhabukhi<br>3 .Mosebudi Machaba<br>4. Aaron Monyela<br>5 .Dikeledi Maake<br>6 .Moshe Sebopetsa<br>8 .Mokgadi Mabulana<br>9. Moses Maake<br>10. Malabela Petunia                         | Yes                                | 10                                | 12                                                            | 01                                                   |
| 11                                                           | <b>LYDIA HLANGWANI (Ward Cllr)</b><br><b><u>Ward committee</u></b><br>1.P Ramoshaba<br>2.Matome Machethe<br>3. E Malatji<br>4. S Nkuna<br>5. M B Sathekge<br>(deceased)<br>6. E Baloyi<br>7. Themba Baloyi<br>8. S Mashayi<br>9. H Peta<br>10. Mathews Malatji                           | Yes                                | 10                                | 12                                                            | 01                                                   |

| <b>Table 157: Functionality of Ward Committees (2018/19)</b> |                                                                                                                                                                                                                                                                                                                                                                         |                                    |                                   |                                                               |                                                      |
|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------|---------------------------------------------------------------|------------------------------------------------------|
| <b>Ward</b>                                                  | <b>Name of Ward Councillor &amp; Elected Committee members</b>                                                                                                                                                                                                                                                                                                          | <b>Committee established (y/n)</b> | <b>Number of monthly meetings</b> | <b>Number of Monthly reports submitted to Speakers office</b> | <b>Number of quarterly public ward meetings held</b> |
| 12                                                           | <b>Edney Ntimbane (Ward Cllr)</b><br><u><b>Ward committee</b></u><br>1. Stoney Maluleke<br>2. Agnes Sevenswana Tivana<br>3. Rivalani Christinah Mathebula<br>4. Thelani Jameson Mathonsi<br>5. Grace Tintswalo Sambo<br>6. Annah Agreeneth Chauke<br>7. Edwin John Mongwe<br>8. Patience Tsakani Ngomane<br>9. Gezani Joseph Nwamitwa<br>10. Rinehilwe Kwetsima Sithole | Yes                                | 09                                | 12                                                            | 0                                                    |
| 13                                                           | <b>Edward Ngobeni (Ward Cllr)</b><br><u><b>Ward committee</b></u><br>1. Elizabeth Nwamabundz Mthombeni<br>2. Denderemuka Daniel Rikhotso<br>3. Alfred Maringa<br>4. Rhulani Casswell Baloyi<br>5. Thomas Baloyi<br>6. Esther Fanisa Mayimele<br>7. Clara Biswick<br>8. Tlangelani Mboweni<br>9. Rapson Nkuna<br>10. Monica Manthonsi (resigned November)                | Yes                                | 09                                | 12                                                            | 0                                                    |
| 14                                                           | <b>Pierre Cronje (Ward Cllr)</b><br><u><b>Ward committee</b></u><br>1. Constance Sally Shingange<br>2. Matome Strike Motloutsi<br>3. Malephoto Gloria Mabapa<br>4. Mapule Lydia Maenetje<br>5. Maite Sylvia Mashao<br>6. Mohale Peter Ramoshaba<br>7. Letheba Raolane<br>8. Mantsi Malebate<br>9. Matome Silas Phoshoko<br>10. Skokie Michael Makgoba                   | Yes                                | 08                                | 12                                                            | 01                                                   |

| <b>Table 157: Functionality of Ward Committees (2018/19)</b> |                                                                                                                                                                                                                                                                                                  |                                    |                                   |                                                               |                                                      |
|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------|---------------------------------------------------------------|------------------------------------------------------|
| <b>Ward</b>                                                  | <b>Name of Ward Councillor &amp; Elected Committee members</b>                                                                                                                                                                                                                                   | <b>Committee established (y/n)</b> | <b>Number of monthly meetings</b> | <b>Number of Monthly reports submitted to Speakers office</b> | <b>Number of quarterly public ward meetings held</b> |
| 15                                                           | <b>Marthinus Prinsloo (Ward Cllr)</b><br><u><b>Ward committee</b></u><br>1. David Ramatsoma<br>2. Paul Zeenyman<br>3. Isac Mohale<br>4. Marius Jacobs<br>5. Pertunia Manti Sebela<br>6. Jan Mashele<br>7. Kholofelo Shai<br>8. Oupa Nathaniel Sedibe<br>9. Godfrey Ndlovu<br>10. Thereza Majozi  | Yes                                | 07                                | 12                                                            | 0                                                    |
| 16                                                           | <b>Roniel Rikhotso (Ward Cllr)</b><br><u><b>Ward committee</b></u><br>1. Suzan Ramoreti<br>2. Doreen Shilembe<br>3. Phineas Mocheki<br>4. Densile Mhlarhi<br>5. Yvonne Tshelane<br>6. Petrus Thobejane<br>7. Stemere Makwela<br>8. Emely Sathekge<br>9. Irene Mboweni<br>10. Mmutle Mogoboya     | Yes                                | 10                                | 12                                                            | 02                                                   |
| 17                                                           | <b>Tsakani Makhubele (Ward Cllr)</b><br><u><b>Ward committee</b></u><br>1. Sipho Mhlongo<br>2. Nyiko Mickin Mkhabele<br>3. Jan Justice Sekhobela<br>4. Tintswalo Lizzy Sambo<br>5. Thelma Sesma Mushwana<br>6. Thanyani Norman Munyai<br>7. Samaria Precious Mkhabela<br>8. Hilda Masesi Ngobeni | Yes                                | 08                                | 12                                                            | 01                                                   |

| <b>Table 157: Functionality of Ward Committees (2018/19)</b> |                                                                                                                                                                                                                                                                                                                                                                                              |                                    |                                   |                                                               |                                                      |
|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------|---------------------------------------------------------------|------------------------------------------------------|
| <b>Ward</b>                                                  | <b>Name of Ward Councillor &amp; Elected Committee members</b>                                                                                                                                                                                                                                                                                                                               | <b>Committee established (y/n)</b> | <b>Number of monthly meetings</b> | <b>Number of Monthly reports submitted to Speakers office</b> | <b>Number of quarterly public ward meetings held</b> |
| 18                                                           | <b>Norman Mukansi (Ward Cllr)</b><br><u><b>Ward committee</b></u><br>1. Leslina Mhlarhi<br>2. Makaepa Maria Johan Shiluvane<br>3. Mmathari Anna Raburabu<br>4. Masilo Peter Mokhalabone<br>5. Gladys Mushwana<br>6. Masale Melita Makete<br>7. Cecilia Mhlari<br>8. Mihloti Euphelia Ramalepe<br>9. Mphahlela George Mbhaalati<br>10. Phakula RP                                             | Yes                                | 09                                | 12                                                            | 01                                                   |
| 19                                                           | <b>Homegirl Zandamela (Ward Cllr)</b><br><u><b>Ward committee</b></u><br>1. Tivoni Suzan Chauke<br>2. Sammy Sello Bulala ( <b>resigned</b> )<br>3. Patience Margareth Tshibeyahobe<br>4. Benjamin William Pilusa<br>5. Mokgadi Elsie Moyana<br>6. Nonhlanhla Benedicto Mathabela<br>7. Mallale Elizabeth Makwela<br>8. Iris Mhikane Matcheke<br>9. Dannis Shingange<br>10. Wisani Mathoblela | Yes                                | 09                                | 12                                                            | 01                                                   |
| 20                                                           | <b>Orgaine Banyini (Ward Cllr)</b><br><u><b>Ward committee</b></u><br>1. Aubrey Modiba<br>2. Wisani Tracy Phiri<br>3. Thabo Maluleke<br>4. Khanyisa Victoria Chuma<br>5. Andries Matume Makhubele<br>6. Masesana Nomsa Nhlanguwini<br>7. Zaria Makana<br>8. Nkhensani Betty Baloyi<br>9. Eddie Makasana Nhlanguwini<br>10. Ngobeni Norah                                                     | Yes                                | 06                                | 12                                                            | 01                                                   |

| <b>Table 157: Functionality of Ward Committees (2018/19)</b> |                                                                                                                                                                                                                                                                                                                                |                                    |                                   |                                                               |                                                      |
|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------|---------------------------------------------------------------|------------------------------------------------------|
| <b>Ward</b>                                                  | <b>Name of Ward Councillor &amp; Elected Committee members</b>                                                                                                                                                                                                                                                                 | <b>Committee established (y/n)</b> | <b>Number of monthly meetings</b> | <b>Number of Monthly reports submitted to Speakers office</b> | <b>Number of quarterly public ward meetings held</b> |
| 21                                                           | <b>Thandy Mpyenyana (Ward Cllr)</b><br><u>Ward committee</u><br>1. Mfana Gideon Sambo<br>2. Tengani Geoffrey Ndhuna<br>3. Mafemani Livas Shipalana<br>4. Thabo Manghezi Mhlongo<br>5. Agnes Mularisi Mnisi<br>6. Violet Tsakani Mhlongo<br>7. Mumsy Mihloti Mathye<br>8. Joy Mpenyama<br>9. Hellen Mthombeni<br>10. Sekhwari P | Yes                                | 09                                | 12                                                            | 02                                                   |
| 22                                                           | Christopher Makwala (Ward Cllr)<br><u>Ward committee</u><br>1.Edwin Ramalepe<br>2.Mankwana Letsoalo<br>3.Michael Rabothata<br>4.Micheal Maponya<br>5.Millicent Mopai<br>6.Princess Shebodze<br>7.Tsakani Risiba<br>8.Jim Khunwane<br>9.Daniel Maenetja<br>10.Malatji Charles                                                   | Yes                                | 09                                | 12                                                            | 02                                                   |
| 23                                                           | Given Malatjie (Ward Cllr)<br><u>Ward committee</u><br>1. Norman Monyai<br>2.Samaria Mkhabele<br>3. Not Yet Elected<br>4. Lizzy Sambo<br>5. Siphon Mhlongo<br>6. Hildah Ngobeni<br>7. Not Yet Elected<br>8. Thelma Mushwana<br>9. Jan Sekgobela<br>10.Nyiko Mkhabele                                                           | Yes                                | 09                                | 12                                                            | 02                                                   |

| <b>Table 157: Functionality of Ward Committees (2018/19)</b> |                                                                                                                                                                                                                                                                                                                                       |                                    |                                   |                                                               |                                                      |
|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------|---------------------------------------------------------------|------------------------------------------------------|
| <b>Ward</b>                                                  | <b>Name of Ward Councillor &amp; Elected Committee members</b>                                                                                                                                                                                                                                                                        | <b>Committee established (y/n)</b> | <b>Number of monthly meetings</b> | <b>Number of Monthly reports submitted to Speakers office</b> | <b>Number of quarterly public ward meetings held</b> |
| 24                                                           | <b>Thomas Mushwana (Ward Cllr)</b><br><u>Ward committee</u><br>1. Nomsa Ntsako Mathonsi<br>2. Constance Tinyiko Mlondobozi<br>3. Linah Mkhari<br>4. Khomisani George Malungana<br>5. Percy Cukumetani Mabunda<br>6. Noel Maakana<br>7. Marth Malatji<br>8. Mmoye Ronny Sebele<br>9. Beaty Alletah Mathye<br>10. Heti Hilguard Muhlava | yes                                | 12                                | 12                                                            | 01                                                   |
| 25                                                           | <b>Josta Banyini (Ward Cllr)</b><br><u>Ward committee</u><br>1. Topisa Sylvia Muhlari<br>2. Tibiya Erick Makhubela<br>3. Harris Bill<br>4. Tinyiko Joyce Mongwe<br>5. Hetisani Alwyn Baloyi<br>6. Masilo Alfred Ramaano<br>7. Theo Namloti Mongwe<br>8. Tiyeni Ngomane<br>9. Mukhavhana Samuel Shikwambana<br>10. Berthron Mechabe    | Yes                                | 08                                | 12                                                            | 0                                                    |
| 26                                                           | <b>Elias Malatji (Ward Cllr)</b><br><u>Ward committee</u><br>1.Nelly Gana<br>2.Peter Rikhotso<br>3.Gilbert Ncha<br>4.Emelia Malatji<br>5.Sanneth Mbhalati<br>6. Ephodia Maila<br>7.Michael Ramphadi<br>8.Stephina Rakgoale<br>9.Constance Shipalana<br>10.Ishmael Nkhwashu                                                            | Yes                                | 08                                | 12                                                            | 02                                                   |

| <b>Table 157: Functionality of Ward Committees (2018/19)</b> |                                                                                                                                                                                                                                                                                          |                                    |                                   |                                                               |                                                      |
|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------|---------------------------------------------------------------|------------------------------------------------------|
| <b>Ward</b>                                                  | <b>Name of Ward Councillor &amp; Elected Committee members</b>                                                                                                                                                                                                                           | <b>Committee established (y/n)</b> | <b>Number of monthly meetings</b> | <b>Number of Monthly reports submitted to Speakers office</b> | <b>Number of quarterly public ward meetings held</b> |
| 27                                                           | <b>Gezani Makhubele (Ward Cllr)</b><br><u><b>Ward committee</b></u><br>1.Bethuel Mmola<br>2.Walter Monyela<br>3.Ireen Mailula<br>4.Collen Masete<br>5.John Seoka<br>6.Tinny Mpholoane<br>7.Selina Molewa<br>8.Rebecca Moropana<br>9.Phumzile Maatla<br>10.Maleke Mangena                 | Yes                                | 09                                | 12                                                            | 03                                                   |
| 28                                                           | <b>Klaas Lepulana (Ward Cllr)</b><br><u><b>Ward committee</b></u><br>1.Nkhesani Sithole<br>2.Alex Mateta<br>3.Dumisani Shamango<br>4.Tlangelani Mlangeni<br>5.Paulina Masia<br>6.Vincent Moropane<br>7.Pertunia Makhubela<br>8.Rulf Mangena<br>9.Mapula Malatji<br>10.Professor Nkgapele | Yes                                | 09                                | 12                                                            | 01                                                   |
| 29                                                           | <b>Erick Phakula (Ward Cllr)</b><br><u><b>Ward committee</b></u><br>1.Charmaine Myakayaka<br>2.Albert Ramapuputa<br>3.Maria Ramoshaba<br>4.Rose Mahlare<br>5.Gloria Mboweni<br>6.Willy Nkhwashu<br>7.Rejoice Mathonsi<br>8.Ephraim Maake<br>9.Peter Hlokwe<br>10.Sophy Ramatseba         | Yes                                | 08                                | 12                                                            | 01                                                   |

| <b>Table 157: Functionality of Ward Committees (2018/19)</b> |                                                                                                                                                                                                                                                                                                                                      |                                    |                                   |                                                               |                                                      |
|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------|---------------------------------------------------------------|------------------------------------------------------|
| <b>Ward</b>                                                  | <b>Name of Ward Councillor &amp; Elected Committee members</b>                                                                                                                                                                                                                                                                       | <b>Committee established (y/n)</b> | <b>Number of monthly meetings</b> | <b>Number of Monthly reports submitted to Speakers office</b> | <b>Number of quarterly public ward meetings held</b> |
| 30                                                           | <b>Ramothibi Rapitsi (Ward Cllr)</b><br><b>Ward committee</b><br>1.Solly Moagi<br>2.Prince Hlokwe<br>3.Sipho Molepo<br>4.Dimakatso Khunwane<br>5.Emmah Ralepele<br>6.Andrew Mahudu<br>7.Methews Machete<br>8.Janneth Seokoma<br>9.Christina Manyama<br>10.Melita Bopape                                                              | Yes                                | 09                                | 12                                                            | 02                                                   |
| 31                                                           | <b>Justice Ramodipa (Ward Cllr)</b><br><b>Ward committee</b><br>1. Maropeng Albert Mogale<br>2. Soro Alice Rakgoale<br>3. Sikedi Amission Lefothe<br>4. Prince Shingweyana<br>5. Boitumelo Joy Makwela<br>6. Venia Mangena<br>7. Phetole Peter Mmola<br>8. Yoby Jairos Gama<br>9. Maite Nurse Mmola<br>10. Makomela R                | Yes                                | 09                                | 12                                                            | 02                                                   |
| 32                                                           | <b>Rachel Kgatla (Ward Cllr)</b><br><b>Ward committee</b><br>1. Mpho Violet Kekana<br>2. Matome Phineas Mokwena<br>3. Mmasape Joyce Matlou<br>4. Mmamere Marywell Maenetja<br>5. Dan Jacob Machimana<br>6. Percy Brianely Mashabana<br>7. Puleng Johannes Ramatsoma<br>8. Jabulani Brian Mashabana<br>9. Maake S<br>10. Mlondobozi b | Yes                                | 09                                | 12                                                            | 0                                                    |
| 33                                                           | <b>Sophy Raganya (Ward Cllr)</b><br><b>Ward committee</b><br>1. Masilo Jeffrey Leseilana<br>2. Thibedi Jeremiah Phalane<br>3. Mokhenethe Silas Mogoboya<br>4. Mmamathhola Dinah Peu                                                                                                                                                  | Yes                                | 09                                | 12                                                            | 02                                                   |

| <b>Table 157: Functionality of Ward Committees (2018/19)</b> |                                                                                                                                                                                                                                                                                                                                    |                                    |                                   |                                                               |                                                      |
|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------|---------------------------------------------------------------|------------------------------------------------------|
| <b>Ward</b>                                                  | <b>Name of Ward Councillor &amp; Elected Committee members</b>                                                                                                                                                                                                                                                                     | <b>Committee established (y/n)</b> | <b>Number of monthly meetings</b> | <b>Number of Monthly reports submitted to Speakers office</b> | <b>Number of quarterly public ward meetings held</b> |
|                                                              | 5. Mmabjala Florence Patji<br>6. Mogotlo Lucky Sekgotlaboraga<br>7. Marusane Julia Ralepelle<br>8. Matale Bridgette Maake<br>9. Moore Winny Seerane<br>10. Mmamodike Althea Matsebatlela                                                                                                                                           |                                    |                                   |                                                               |                                                      |
| 34                                                           | <b>Margeret Letsoalo (Ward Cllr)</b><br><b><u>Ward committee</u></b><br>1. Chyeza Ritah Bvuma<br>2. Mapula Racheal Shoka Shokane<br>3. Thato Amon Letsoalo<br>4. Makoma Magdeline Malatji<br>5. Mapula Linda Letsoalo<br>6. Mosibudi Ireen Magoro<br>7. Mmakole Rosina Ragedi<br>8. Thabe Abel Mogoboya<br>9. Matsidiso Lucy Moagi | Yes                                | 09                                | 12                                                            | 0                                                    |
| 35                                                           | <b>Abram Masila (Ward Cllr)</b><br><b><u>Ward committee</u></b><br>1.Oscar Maenetja<br>2.Ngwako Ratopola<br>3.Millicent Mangena<br>4.Nkabaneng Sebopetja<br>5.Kagiso Rakomana<br>6.Mokgadi Bopape<br>7.Peter Mokoena<br>8.Kedibone Batji<br>9.Rachel Maake<br>10.Maria Moagi                                                       | Yes                                | 08                                | 12                                                            | 0                                                    |

ADDENDUM F – WARD INFORMATION

| <b>Table 158: Capital Projects: Seven Largest in 2018/19 - R' 000</b> |                                                                                     |                   |                            |                           |                                     |
|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------|----------------------------|---------------------------|-------------------------------------|
| <b>Ward No.</b>                                                       | <b>Project Name and detail</b>                                                      | <b>Start Date</b> | <b>Estimated/ End Date</b> | <b>Actual Expenditure</b> | <b>Progress by 30 June '18</b>      |
| 7                                                                     | Moruji to Matswi/ Kheshokolwe road from Gravel to tar (Phase 5 of 5)                | 05/09/2016        | 18/10/2019                 | R 28,307,882.67           | Physical construction at 90%        |
| 31                                                                    | Upgrading of Khujwana to Lenyenye Access Road from Gravel to Tar                    | 17/10/2018        | 15/05/2020                 | R 14,721,469.35           | Appointment of contractor finalised |
| 15                                                                    | Replacing of old SS1 electrical substation circuit breakers with compact switchgear | 16 January 2019   | 30 June 2019               | R 10 197 834              | Completed                           |
| 21                                                                    | Upgrading of Mbambamencisi Access Road                                              | 10/10/2018        | 08/01/2020                 | R 6,163,309.84            | Physical progress at 70%            |
| 19                                                                    | Tarring Nkowankowa A Codesa and Hani Streets                                        | 22/01/2019        | 22/10/2019                 | R 8,488,772.96            | Physical progress at 70%            |
| 25                                                                    | Upgrading of Mulati Access Road                                                     | 31/01/2019        | 31/07/2020                 | R 8,468,417.69            | Appointment of contractor finalised |
| 26                                                                    | Upgrading of Rita to Mariveni Road                                                  | 22/09/2015        | 07/09/2018                 | R 7 037 047               | Completed                           |

ADDENDUM G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE 2018/19

| <b>TABLE 159: Municipal Audit Committee Recommendations (2018/19)</b> |                                                                                                                                                                        |                                                                               |                             |
|-----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------|
| <b>Date of Committee</b>                                              | <b>Committee recommendations</b>                                                                                                                                       | <b>Recommendations adopted (enter Yes); not adopted (provide explanation)</b> | <b>Implemented (Yes/No)</b> |
| <b>02/08/2018</b>                                                     | MM must submit a report every quarter indicating the performance of the Municipality and highlighting the challenges which needs the assistance of the Audit Committee | Yes                                                                           | Yes                         |
|                                                                       | The Performance Officer must request an advice from CoGHSTA on the assessment of the Directors Corporate Services and Electrical Engineering Services                  | Yes                                                                           | Yes                         |
|                                                                       | The Risk Manager must do an awareness on the code of conduct by the end of the first quarter.                                                                          | Yes                                                                           | Yes                         |
|                                                                       | Risk Manager must develop a gift and favour register                                                                                                                   | Yes                                                                           | Yes                         |
|                                                                       | The electricity losses report must be submitted during the quarterly AC meetings to monitor progress.                                                                  | Yes                                                                           | Yes                         |
|                                                                       | The water losses intervention report must be submitted in the quarterly AC meetings.                                                                                   | Yes                                                                           | Yes                         |
|                                                                       | The Human Resources strategy must be benchmarked and submitted in the next Council meeting for approval.                                                               | Yes                                                                           | Yes                         |
| <b>23/08/2018 AFS Review</b>                                          | The latest version of the updated AFS must be sent to the Audit Committee next week Tuesday (28/08/2018) and also on Thursday (30/08/2018) after the external review   | Yes                                                                           | Yes                         |
| <b>15/11/2018</b>                                                     | Management must discuss the AC minutes in the Management meetings                                                                                                      | Yes                                                                           | Yes                         |
|                                                                       | All challenges reported in the Internal Audit report must be discussed in the Management meeting.                                                                      | Yes                                                                           | Yes                         |
|                                                                       | The Risk Manager must note all the risks which may occur and might lead to litigations in the Municipal projects.                                                      | Yes                                                                           | No                          |
|                                                                       | A proper security risk assessment must be conducted.                                                                                                                   | Yes                                                                           | Yes                         |
|                                                                       | Ethics report must be submitted in the next AC meeting                                                                                                                 | Yes                                                                           | No                          |
|                                                                       | An awareness must be conducted on the reward, gift and favor register.                                                                                                 | Yes                                                                           | Yes                         |
|                                                                       | The statistics in the Internal Audit Action Plan must be carried forward quarterly                                                                                     | Yes                                                                           | Yes                         |
|                                                                       | The Internal Audit must facilitate a session covering the following                                                                                                    | Yes                                                                           | Yes                         |

| <b>TABLE 159: Municipal Audit Committee Recommendations (2018/19)</b> |                                                                                                                                                                                                              |                                                                               |                             |
|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------|
| <b>Date of Committee</b>                                              | <b>Committee recommendations</b>                                                                                                                                                                             | <b>Recommendations adopted (enter Yes); not adopted (provide explanation)</b> | <b>Implemented (Yes/No)</b> |
|                                                                       | items:<br>– Combined Assurance<br>– Financial Misconduct Disciplinary Board<br>The Assessment of the GTEDA Board                                                                                             |                                                                               |                             |
|                                                                       | The grant spending must be reported to the MM.                                                                                                                                                               | Yes                                                                           | Yes                         |
|                                                                       | The CFO must submit the following outstanding reports:<br>- Retention report<br>- Going Concern Working Paper<br>- Cash Flow                                                                                 | Yes                                                                           | Yes                         |
|                                                                       | All the KPI's must be reviewed.                                                                                                                                                                              | Yes                                                                           | Yes                         |
|                                                                       | Electricity loss report should include the percentages and the report must be submitted in the next AC meeting.                                                                                              | Yes                                                                           | Yes                         |
|                                                                       | Director Corporate Services must get the update on the declaration of interest for the Councilors and report back in the next AC meeting                                                                     | Yes                                                                           | No                          |
|                                                                       | Research must be done on a secured system that can be used to send AC soft copies.                                                                                                                           | Yes                                                                           | Yes                         |
| <b>29/03/2019</b>                                                     | Quarterly progress report on Revenue Enhancement must be submitted in the Audit Committee meetings.                                                                                                          | Yes                                                                           | Yes                         |
|                                                                       | The gifts etc. register must be kept in the Office of the MM.                                                                                                                                                | Yes                                                                           | Yes                         |
|                                                                       | Ethics must be part of the Risk Management Committee's duties.                                                                                                                                               | Yes                                                                           | No                          |
|                                                                       | The Risk Manager must engage the MM regarding the awareness of rewards, gifts and favours.                                                                                                                   | Yes                                                                           | Yes                         |
|                                                                       | The Risk Manager must extend the awareness to Councilors and develop a policy for rewards, gifts and favours which must include the following:<br>– The threshold.<br>– The value per person<br>– The donor. | Yes                                                                           | Yes                         |
|                                                                       | The following documents must be submitted in the combined assurance forum:<br>– Internal control universe<br>– Compliance universe (Compliance register for the Municipality).                               | Yes                                                                           | No                          |
|                                                                       | The Internal Audit reports must have the following after the recommendation:<br>– Management comment<br>– Remedial Action after management comment.                                                          | Yes                                                                           | Yes                         |

**TABLE 159: Municipal Audit Committee Recommendations (2018/19)**

| Date of Committee | Committee recommendations                                                                                                                                                                                                                                                   | Recommendations adopted (enter Yes); not adopted (provide explanation) | Implemented (Yes/No) |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|----------------------|
|                   | – Comment on the root cause by Management<br>Internal Auditors conclusion                                                                                                                                                                                                   |                                                                        |                      |
|                   | The following document must be submitted in the combined assurance forum:<br>Combined Assurance Framework and map                                                                                                                                                           | Yes                                                                    | Yes                  |
|                   | The Communications Policy must be reviewed to include social media and what can be posted on Municipal social media accounts.                                                                                                                                               | Yes                                                                    | Yes                  |
|                   | There must be a continuous update on the resolved Municipal litigations.                                                                                                                                                                                                    | Yes                                                                    | Yes                  |
|                   | In the next AC meeting Management must submit a report detailing the following:<br>– Impact on the revenue due to load shedding.                                                                                                                                            | Yes                                                                    | Yes                  |
|                   | The CFO must quarterly submit a summary of the invoice tracking register detailing the following<br>– Total number of invoices received.<br>– Total number of invoices paid within 30 days.<br>– Total number of invoices not paid within 30 days.                          | Yes                                                                    | Yes                  |
|                   | The CFO must review the root causes on the AGSA management report                                                                                                                                                                                                           | Yes                                                                    | Yes                  |
|                   | The Retention report must include age analysis.                                                                                                                                                                                                                             | Yes                                                                    | Yes                  |
|                   | On the disconnection/reconnection report the Revenue Manager must note the legitimacy of the reconnection amount.<br>The figures or penalties must be included in the reconnection report.                                                                                  | Yes                                                                    | Yes                  |
|                   | SCM must do the following:<br>– Review the panel on a regular basis<br>– Review the closing dates of tenders on the contract register<br>– Assess the financial stability of Service Providers.<br>Update the Supply Chain Management policy as per the Treasury regulation | Yes                                                                    | Yes                  |
|                   | The Revenue Enhancement Strategy must include the percentage of electricity losses and meters.                                                                                                                                                                              | Yes                                                                    | Yes                  |
|                   | The Communication Division must benchmark their Communication Policy with other Municipalities.                                                                                                                                                                             | Yes                                                                    | Yes                  |
|                   | Draft HR strategy must be submitted in the next AC meeting.                                                                                                                                                                                                                 | Yes                                                                    | Yes                  |

| <b>TABLE 159: Municipal Audit Committee Recommendations (2018/19)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                               |                             |
|-----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------|
| <b>Date of Committee</b>                                              | <b>Committee recommendations</b>                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Recommendations adopted (enter Yes); not adopted (provide explanation)</b> | <b>Implemented (Yes/No)</b> |
|                                                                       | HR must have the following: <ul style="list-style-type: none"> <li>– Employment Equity policy which talks to the Employment Equity Act.</li> <li>– 5 year Employment Equity Plan</li> <li>– Employment Equity Committee which is trained.</li> </ul>                                                                                                                                                                                         | Yes                                                                           | No                          |
|                                                                       | HR must submit the following regarding Employment Equity in the next AC meeting: <ul style="list-style-type: none"> <li>– Policy</li> <li>– Appointed Committee</li> <li>– Activities of the committee</li> <li>– Number of the Committee members.</li> <li>– 2 Compliance reports on Employment Equity</li> <li>– Status of compliance with the report that must go to the Department of Labour.</li> </ul> What the Committee is busy with | Yes                                                                           | Yes                         |
|                                                                       | In the next AC meeting the training report must include the following: <ul style="list-style-type: none"> <li>– Clear understanding on the flow with WSP.</li> <li>– Skills audit.</li> <li>– Type of performance appraisal system and how often is done.</li> </ul>                                                                                                                                                                         | Yes                                                                           | No                          |
|                                                                       | In the next AC meeting the training report must include the following: <ul style="list-style-type: none"> <li>– Clear understanding on the flow with WSP.</li> <li>– Skills audit.</li> <li>– Type of performance appraisal system and how often is done.</li> </ul>                                                                                                                                                                         | Yes                                                                           | Yes                         |
|                                                                       | The Labour Relations cases must be separated from the HR report.                                                                                                                                                                                                                                                                                                                                                                             | Yes                                                                           | Yes                         |
|                                                                       | A register for the review of policies must be developed to track the policy review period.                                                                                                                                                                                                                                                                                                                                                   | Yes                                                                           | Yes                         |
|                                                                       | In the next AC meeting Management must submit a report detailing the following: <ul style="list-style-type: none"> <li>– Impact on IT infrastructure due to load shedding.</li> </ul>                                                                                                                                                                                                                                                        | Yes                                                                           | Yes                         |
|                                                                       | IT must show Internal Audit how to send secured AC documents.                                                                                                                                                                                                                                                                                                                                                                                | Yes                                                                           | No                          |
| <b>07/06/2019</b>                                                     | All AGSA findings must be implemented before financial year end.                                                                                                                                                                                                                                                                                                                                                                             | Yes                                                                           | No                          |
|                                                                       | The assessment comment on the SDBIP report for KPI D172 on the evaluation of the service provider for Electrical Engineering must be changed.                                                                                                                                                                                                                                                                                                | Yes                                                                           | Yes                         |
|                                                                       | The comments for the assessment of the service providers on the                                                                                                                                                                                                                                                                                                                                                                              | Yes                                                                           | Yes                         |

| <b>TABLE 159: Municipal Audit Committee Recommendations (2018/19)</b> |                                                                                                                                                                                                                                                           |                                                                               |                             |
|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------|
| <b>Date of Committee</b>                                              | <b>Committee recommendations</b>                                                                                                                                                                                                                          | <b>Recommendations adopted (enter Yes); not adopted (provide explanation)</b> | <b>Implemented (Yes/No)</b> |
|                                                                       | SDBIP must be reviewed and the service providers that are not performing must be noted.                                                                                                                                                                   |                                                                               |                             |
|                                                                       | SDBIP for 19/20 must be aligned with the Human Resources and Procurement Plans.                                                                                                                                                                           | Yes                                                                           | Yes                         |
|                                                                       | On the day of the performance assessments for GTM Directors, the GTEDA Board Chairperson must also be part for the assessment of GTEDA                                                                                                                    | Yes                                                                           | No                          |
|                                                                       | The Performance Management report, Internal Audit report and AGSA report must inform the risk register.                                                                                                                                                   | Yes                                                                           | No                          |
|                                                                       | The following reports must be submitted in the next AC meeting:<br>- Fourth Quarter Risk Maturity Level Assessment accompanied by the action plan.<br>- An impact assessment report for what was done for the year, also translated into non-performance. | Yes                                                                           | No                          |
|                                                                       | On the top ten risks the risk owner must be the MM and the action owner the Director.                                                                                                                                                                     | Yes                                                                           | Yes                         |
|                                                                       | Some of the risks must be revised to adequately capture amongst others the risk description, root cause etc.                                                                                                                                              | Yes                                                                           | Yes                         |
|                                                                       | The Ethics Committee must include a paragraph on ethics risk management in all their reports.<br>Ethics risks must be identified for 2019/2020 financial year                                                                                             | Yes                                                                           | No                          |
|                                                                       | The Risk Manager must develop and submit the Integrated Risk Management Implementation Plan in the next AC meeting.                                                                                                                                       | Yes                                                                           | Yes                         |
|                                                                       | The combined assurance report must serve in the next AC meeting.                                                                                                                                                                                          | Yes                                                                           | No                          |
|                                                                       | The Internal Audit must provide AC with the Council meeting agenda pack of 30 May 2019.                                                                                                                                                                   | Yes                                                                           | Yes                         |
|                                                                       | The Legal Manager must do an analysis on legal fees and submit in the next AC meeting.                                                                                                                                                                    | Yes                                                                           | No                          |
|                                                                       | Directors must announce the Municipal hotline number to the officials during the Departmental meetings.                                                                                                                                                   | Yes                                                                           | No                          |
|                                                                       | If the deadline for submission of AC documents is not met, the relevant Directorate should submit the reasons to the AC via Internal Audit.                                                                                                               | Yes                                                                           | Yes                         |
|                                                                       | The CFO must email the IDP & Budget via Internal Audit to AC Members.                                                                                                                                                                                     | Yes                                                                           | Yes                         |

| <b>TABLE 159: Municipal Audit Committee Recommendations (2018/19)</b> |                                                                                                                                               |                                                                               |                             |
|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------|
| <b>Date of Committee</b>                                              | <b>Committee recommendations</b>                                                                                                              | <b>Recommendations adopted (enter Yes); not adopted (provide explanation)</b> | <b>Implemented (Yes/No)</b> |
|                                                                       | Management must implement the Internal Audit recommendations in line with the proposed action plan.                                           | Yes                                                                           | No                          |
|                                                                       | The remedial action to improve performance must be indicated (SDBIP).                                                                         | Yes                                                                           | Yes                         |
|                                                                       | All reasons for deviation and corrective measures must be indicated where there is underperformance (SDBIP).                                  | Yes                                                                           | No                          |
|                                                                       | The Procurement Plan must be submitted in the next AC meeting.                                                                                | Yes                                                                           | Yes                         |
|                                                                       | SDBIP for 19/20 must be aligned with the Human Resources and Procurement Plans.                                                               | Yes                                                                           | Yes                         |
|                                                                       | Directors must announce the Municipal hotline number to the officials during the Departmental meetings.                                       | Yes                                                                           | No                          |
|                                                                       | If the deadline for submission of AC documents is not met, the relevant Directorate should submit the reasons to the AC via Internal Audit.   | Yes                                                                           | No                          |
|                                                                       | Management must implement the Internal Audit recommendations in line with the proposed action plan.                                           | Yes                                                                           | Yes                         |
|                                                                       | The remedial action to improve performance must be indicated (SDBIP).                                                                         | Yes                                                                           | Yes                         |
|                                                                       | All reasons for deviation and corrective measures must be indicated where there is underperformance (SDBIP).                                  | Yes                                                                           | Yes                         |
|                                                                       | The assessment comment on the SDBIP report for KPI D172 on the evaluation of the service provider for Electrical Engineering must be changed. | Yes                                                                           | Yes                         |
|                                                                       | SDBIP for 19/20 must be aligned with the Human Resources and Procurement Plans.                                                               | Yes                                                                           | Yes                         |
|                                                                       | Planning for the confirmed projects on the procurement plan for 19/20 financial year must start.                                              | Yes                                                                           | No                          |
|                                                                       | Directors must announce the Municipal hotline number to the officials during the Departmental meetings.                                       | Yes                                                                           | Yes                         |
|                                                                       | If the deadline for submission of AC documents is not met, the relevant Directorate should submit the reasons to the AC via Internal Audit.   | Yes                                                                           | Yes                         |
|                                                                       | Management must implement the Internal Audit recommendations in line with the proposed action plan.                                           | Yes                                                                           | Yes                         |
|                                                                       | The remedial action to improve performance must be indicated (SDBIP).                                                                         | Yes                                                                           | Yes                         |
|                                                                       | All reasons for deviation and corrective measures must be                                                                                     | Yes                                                                           | Yes                         |

| <b>TABLE 159: Municipal Audit Committee Recommendations (2018/19)</b> |                                                                                                                                                |                                                                               |                             |
|-----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------|
| <b>Date of Committee</b>                                              | <b>Committee recommendations</b>                                                                                                               | <b>Recommendations adopted (enter Yes); not adopted (provide explanation)</b> | <b>Implemented (Yes/No)</b> |
|                                                                       | indicated where there is underperformance (SDBIP).                                                                                             |                                                                               |                             |
|                                                                       | SDBIP for 19/20 must be aligned with the Human Resources and Procurement Plans.                                                                | Yes                                                                           | Yes                         |
|                                                                       | Planning for the confirmed projects on the procurement plan for 19/20 financial year must start.                                               | Yes                                                                           | Yes                         |
|                                                                       | During Council meetings after the Speaker opened the session, the OHS practitioner must demonstrate the emergency drill for all to be aware of | Yes                                                                           | No                          |
|                                                                       | The Ethics Committee must engage all Councillors who did not sign the declaration of interest forms.                                           | Yes                                                                           | No                          |
|                                                                       | Human Resources must generate the overtime report and submit to relevant Directorates for comments and consolidate for submission to the AC.   | Yes                                                                           | Yes                         |
|                                                                       | Names of officials must be removed from the Labour relations report.                                                                           | Yes                                                                           | Yes                         |

ADDENDUM H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

| <b>Table 160: Long Term Contracts (Largest Contracts Entered into during 2018/19) - R' 000</b> |                   |                                                                 |                               |                                |                        |                       |                                       |
|------------------------------------------------------------------------------------------------|-------------------|-----------------------------------------------------------------|-------------------------------|--------------------------------|------------------------|-----------------------|---------------------------------------|
| <b>Name of Service Provider (Entity or Municipal Department)</b>                               | <b>Bid number</b> | <b>Description of Services Rendered by the Service Provider</b> | <b>Start Date of Contract</b> | <b>Expiry date of Contract</b> | <b>Project manager</b> | <b>Contract Value</b> | <b>Performance rating for 2018/19</b> |
| None                                                                                           |                   |                                                                 |                               |                                |                        |                       |                                       |

ADDENDUM I– PERFORMANCE OF SERVICE PROVIDERS

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                            | Name of Service provider    | Source of funding | Start date | End date               | Physical Progress to date - <i>(Narrative required)</i>                                                                                                                                                                                                                                                                                                                         | Challenges and interventions | Assessment of service provider                                  |       |       |       | Assessment comments<br>(reason for assessment score provided)                                                             | R-value of contract ( <i>total period</i> ) / or <u>Exp YTD</u>                                                               |
|------|-----------------------------------------|-----------------------------|-------------------|------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------------------------------------------|-------|-------|-------|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
|      |                                         |                             |                   |            |                        |                                                                                                                                                                                                                                                                                                                                                                                 |                              | (Scale 1-5) 1 - Poor 2 - Fair 3 -Average 4 - Good 5 - Excellent |       |       |       |                                                                                                                           |                                                                                                                               |
|      |                                         |                             |                   |            |                        |                                                                                                                                                                                                                                                                                                                                                                                 |                              | Qtr 1                                                           | Qtr 2 | Qtr 3 | Qtr 4 |                                                                                                                           |                                                                                                                               |
| MM   | Electronic Performance Reporting System | ActionIT                    | Own funds         | Expired    | Month to month renewal | ActionAssist is utilised for monthly performance reporting on the SDBIP and Individual KPIs, for extracting reports and auditing performance information.                                                                                                                                                                                                                       | None                         | 5                                                               | 5     | 5     | 5     | System is user-friendly and turnaround time on requests for assistance are quick.                                         | R21 000 pm                                                                                                                    |
| MM   | Review of Land Availability agreements  | Mahumani Inc. Attorneys     | Own funds         | 2017/10/01 | Three Year Contract    | The Municipality appointed Developers to Develop relevant portions of the land belonging to the Municipality. The Developments were not moving the institution decided to appoint the attorneys from our panel of attorneys to put the developers on terms so that the Developments can be concluded, the meetings with the attorney and the developers are currently underway. | None                         | 3                                                               | 3     | 4     | 4     | The Service Provider is discharging the services as instructed by the Municipality and improving very well every quarter. | The contract is for a period of 36 Months with no fixed amount as attorneys are paid as they do their work from time to time. |
| MM   | Legal services                          | Modjadjji Raphesu Attorneys | Own funds         | 2017/10/01 | Three Year Contract    | The Service Provider was appointed to liquidate the Phadima Group Holding Company which was unable to pay a debt owed to the Municipality. The liquidation case is underway in the High Court.                                                                                                                                                                                  | None                         | 2                                                               | 3     | 3     | 3     | The Service Provider is discharging the services as instructed by the Municipality.                                       | The contract is for a period of 36 Months with no fixed amount as attorneys are paid as they do their work from time to time. |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name   | Name of Service provider | Source of funding | Start date | End date            | Physical Progress to date - <i>(Narrative required)</i>                                                                                                                                                           | Challenges and interventions | Assessment of service provider |          |             |          | Assessment comments (reason for assessment score provided)                                                  | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i>                                                               |
|------|----------------|--------------------------|-------------------|------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------------|----------|-------------|----------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
|      |                |                          |                   |            |                     |                                                                                                                                                                                                                   |                              | (Scale 1-5) Fair               | 1 - Poor | 2 - Average | 3 - Good |                                                                                                             |                                                                                                                               |
| MM   | Legal services | Talane & Associates      | Own funds         | 2017/10/01 | Three Year Contract | The Service Provider was appointed to defend the cases of Bravospan, Phinnet Communications, Letaba Pakkers, Malunga Tax Consultants and the Disciplinary Hearing of an employee.                                 | None                         | 4                              | 4        | 4           | 4        | The Service Provider is doing exceptionally well and have 100% record of all the disputes referred to them. | 36 Months                                                                                                                     |
| MM   | Legal services | Mateme Inc. Attorneys    | Own funds         | 2017/10/01 | Three Year Contract | The Service Provider was appointed to defend the case of Siphwe Engineering and to do the Transfers of Properties for the Municipality and to chair a Disciplinary Hearing                                        | None                         | 4                              | 4        | 4           | 4        | The Service Provider is doing exceptionally well and have 100% record of all the disputes referred to them. | The contract is for a period of 36 Months with no fixed amount as attorneys are paid as they do their work from time to time. |
| MM   | Legal services | Machaba Inc Attorney     | Own funds         | 2017/10/01 | Three Year Contract | The Service Provider was appointed to defend the Municipality in the case of Greater Tzaneen Municipality and its Managers, and to do the Transfers of Properties, to be the Prosecutor in Disciplinary Hearings. | None                         | 4                              | 4        | 4           | 4        | The Service Provider is doing exceptionally well and have 100% record of all the disputes referred to them. | The contract is for a period of 36 Months with no fixed amount as attorneys are paid as they do their work from time to time. |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name   | Name of Service provider | Source of funding | Start date | End date            | Physical Progress to date - <i>(Narrative required)</i>                                                                                                                                                         | Challenges and interventions                                             | Assessment of service provider |          |             |          | Assessment comments (reason for assessment score provided)                                                                                                                                                 | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i>                                                                                                                                                               |
|------|----------------|--------------------------|-------------------|------------|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------|----------|-------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      |                |                          |                   |            |                     |                                                                                                                                                                                                                 |                                                                          | (Scale 1-5) Fair               | 1 - Poor | 2 - Average | 3 - Good |                                                                                                                                                                                                            |                                                                                                                                                                                                                               |
| MM   | Legal services | Ntuli Attorneys          | Own funds         | 2017/10/01 | Three Year Contract | The Service Provider was appointed to defend the case of Mapheto Business Enterprise and to Chair Disciplinary Hearings.                                                                                        | None                                                                     | 5                              | 5        | 5           | 5        | The Service Provider has done 100% excellently well and the cases were completed successfully with ease in record time.                                                                                    | The contract is for a period of 36 Months with no fixed amount as attorneys are paid as they do their work from time to time.                                                                                                 |
| MM   | Legal services | Adv Mohlamonyane         | Own funds         | 2017/10/01 | Three Year Contract | The Service Provider is an Advocate assisting MC Rathelele Attorneys. He assisted in defending the case of PK Financials Services.                                                                              | None                                                                     | 5                              | 5        | 5           | 5        | The Service Provider did exceptionally very well by completing the case in record time.                                                                                                                    | The contract is for a period of 36 Months with no fixed amount as attorneys are paid as they do their work from time to time.                                                                                                 |
| MM   | Legal services | Musa Baloyi Attorney     | Own funds         | Once Off   | Once Off            | The Service Provider was used as a correspondent attorney by our Panel Member M Ramothwala Attorneys in the case of Mapheto Enterprise which was removed from both attorneys due to extremely poor performance. | The Service Providers were extremely poor in discharging their services. | 1                              | 1        | 1           | 1        | The Service Provider performed poorly and unethically to extend that the Municipality was forced by the poor performance and the unethical behaviour to withdraw all the cases from the Service Providers. | The attorney is not a member of Panel of Attorneys of the Municipality but was paid as a corresponded instructed by our Panel Member: Ramothwala M Attorneys to do work for the Municipality as it is allowed by Court Rules. |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                               | Name of Service provider                                    | Source of funding | Start date | End date  | Physical Progress to date - <i>(Narrative required)</i>                                          | Challenges and interventions                                                                                 | Assessment of service provider |          |             |          | Assessment comments (reason for assessment score provided)                                                        | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|--------------------------------------------|-------------------------------------------------------------|-------------------|------------|-----------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|--------------------------------|----------|-------------|----------|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                            |                                                             |                   |            |           |                                                                                                  |                                                                                                              | (Scale 1-5) Fair               | 1 - Poor | 2 - Average | 3 - Good |                                                                                                                   |                                                                 |
| CFO  | General Valuation Roll and maintenance     | Uniqueco                                                    | Own funds         | 01-Jul-17  | 30-Jun-21 | General valuation roll was submitted on time. Received supplementary and maintain valuation roll | None                                                                                                         | 5                              | 5        | 4           | 4        | Council can continue with service provider                                                                        | 7m                                                              |
| CFO  | Meterreading service                       | Electro cuts                                                |                   | Expired    | 30-Oct-18 | Reading cycle end 20 October, new company then took services over, that why dates is overlapping | N/a                                                                                                          | 3                              | n/a      | n/a         | n/a      | Contract period ended                                                                                             |                                                                 |
| CFO  | Disconnection and reconnection of services | Physon Business solutions                                   | Own funds         | Expired    |           | Contract- Ended new SP commences November                                                        | illegal connections continuing with no actioning                                                             | 2                              | n/a      | n/a         | n/a      | Contract period ended                                                                                             |                                                                 |
| CFO  | Meterreading service                       | Baatshuma (Pty)ILtd                                         | Own funds         | 01-Oct-18  | 30-Sep-21 | Physical service delivery start 21 October 2018                                                  | IT systems integration only finalised in December '18. Estimated billing done for November and December 2018 | n/a                            | 3        | 3           | 4        | Service provider respond to valuation requests timeously and effectively. Adhering to service level requirements. | 7m                                                              |
| CFO  | Debt collection                            | Monene Business solutions<br>Zandile Management<br>Trifecta | Own funds         | Oct-15     | 31-Oct-18 | Request extension on month to month awaiting appointment on new tender advertised.               | None                                                                                                         | 4                              | 4        | 3           | 3        | Service providers manage a 26% average recovery rate for the period since appointed.                              | 11.36% on recovery amount                                       |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                   | Name of Service provider | Source of funding | Start date | End date            | Physical Progress to date - <i>(Narrative required)</i>                                                                       | Challenges and interventions                                                                                                                                  | Assessment of service provider |          |             |          | Assessment comments (reason for assessment score provided)                                                                              | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i>                          |
|------|--------------------------------|--------------------------|-------------------|------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------|-------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
|      |                                |                          |                   |            |                     |                                                                                                                               |                                                                                                                                                               | (Scale 1-5) Fair               | 1 - Poor | 2 - Average | 3 - Good |                                                                                                                                         |                                                                                          |
| CFO  | Electrical Pre-paid system     | Contour (Pty)Ltd         | Own funds         |            | No termination date | Managing prepaid through closed vending system, compatible with current electrical infrastructure                             | Sec 32 appointment to be finalised and SLA signed                                                                                                             | 5                              | 5        | 5           | 5        | Service provider does comply with service standards.                                                                                    | 5% Commission fee.                                                                       |
| CFO  | Printing of account statements | Focus Forms              | Own funds         |            | No termination date | Monthly printing of account statements for distribution.                                                                      | Advert for tender postponed due to new financial system Sebata that might have built-in capacity to do printing in-house or challenges unknown at this stage. | 5                              | 5        | 5           | 5        | Service provider does comply with service standards.                                                                                    | Depending on number of acc's billed per month-operational expenditure under postage vote |
| CFO  | Consultants for Assets         | ARMS                     | Own funding       | Apr-16     | Nov-19              | 2017/18 Audit was finalised and is clean on Assets                                                                            | Some of Electrical Infrastructure which were installed without proper locations were submitted to the Assets Division                                         | 5                              | 5        | 5           | 5        | Verification of Assets and preparation of AFS are in good progress.                                                                     | R 7,199,291                                                                              |
| CFO  | VAT                            | PK Consulting            | own funding       | 2018/03/16 | 19-Feb-18           | VAT 201 returns for January and February 2019 were submitted on time and the return for March will be submitted in April 2019 | skills transfer not yet implemented                                                                                                                           | 5                              | 4        | 4           | 4        | VAT 201 for March to May 2019 were submitted on time, however mistakes were picked up on submissions, which are being addressed.        | Rates                                                                                    |
| CFO  | Insurance Broker               | Kunene Magopo            | Own funds         | 01-Oct-18  | 01-Sep-21           | In contact through e-mail and visits                                                                                          | A challenge to get a monthly claims report                                                                                                                    | 3                              | 2        | 2           | 2        | It is still a challenge to obtain a correct monthly report, the turnaround time on authorisation is really poor and the correspondences | R1 942 469                                                                               |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                               | Name of Service provider               | Source of funding | Start date | End date   | Physical Progress to date - <i>(Narrative required)</i>                                                                                                            | Challenges and interventions                                          | Assessment of service provider |          |             |          | Assessment comments (reason for assessment score provided)                                                                                                          | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|--------------------------------------------|----------------------------------------|-------------------|------------|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|--------------------------------|----------|-------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                            |                                        |                   |            |            |                                                                                                                                                                    |                                                                       | (Scale 1-5) Fair               | 1 - Poor | 2 - Average | 3 - Good |                                                                                                                                                                     |                                                                 |
|      |                                            |                                        |                   |            |            |                                                                                                                                                                    |                                                                       |                                |          |             |          | on outstanding claims and the outstanding documents.                                                                                                                |                                                                 |
| CFO  | MSCOA                                      | SEBATA                                 | Own funds         | 06/2017    | 06/2020    | EMS monthly reporting is being done to National and Provincial treasury ,progress delayed on training of user modules for SCM and system review of user interphase | Delayed implementation of Mscoa because of system readiness of Sebata | 3                              | 3        | 3           | 3        | Project implementation plan was reviewed and updated with services provider to have a go live 1 July 2019. Challenges on Revenue modules and Internet connectivity. | Costs covered only on monthly licensing for EMS usage only      |
| CORP | Microsoft Products                         | Microsoft Corporation                  | Own funds         | 2017/11/28 | 2020/10/28 | Usage of Microsoft products ongoing.                                                                                                                               | None.                                                                 | 5                              | 5        | 5           | 5        | Exceptional performance                                                                                                                                             | \$ 92 642 Dollars Annually                                      |
| CORP | Mimecast : Unified Email Management System | Mimecast                               | Own funds         | 2018/06/30 | 31/05/2021 | Mimecast protects the Municipal systems by blocking malwares, ransomware and other related security vulnerabilities and attacks launched through email.            | None.                                                                 | 5                              | 5        | 5           | 5        | Exceptional Performance.                                                                                                                                            | R 23 115 PM                                                     |
| CORP | Managed Printing Services                  | Phinnet Communications/ Nashua Limpopo | Own funds         | 01-Aug-18  | 31-Jul-21  | Managed printing services ongoing without challenges.                                                                                                              | None.                                                                 | 4                              | 4        | 4           | 3        | Good. The service provider delays in terms of attending to logged calls, since the Municipality does not have onsite technician for the printers.                   | R 278 307 PM                                                    |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                              | Name of Service provider      | Source of funding | Start date | End date   | Physical Progress to date - <i>(Narrative required)</i>                                                                                                                            | Challenges and interventions | Assessment of service provider |          |             |          | Assessment comments (reason for assessment score provided)                                                                  | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|-------------------------------------------|-------------------------------|-------------------|------------|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------------|----------|-------------|----------|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                           |                               |                   |            |            |                                                                                                                                                                                    |                              | (Scale 1-5) Fair               | 1 - Poor | 2 - Average | 3 - Good |                                                                                                                             |                                                                 |
| CORP | Paperless Council                         | Telkom                        | Own funds         |            |            | Some areas that did not have coverage are now able to receive 3G or 4G.                                                                                                            |                              | 3                              | 3        | 3           | 3        | Fair. Poor of Communication from the Service Provider to the Municipality and Poor network coverage within the Tzaneen Area | R 46 865                                                        |
| CORP | Disaster Recovery Plan                    | Afrocentric IP                | Own funds         | 1/01/2019  | 31/12/2019 | A new SLA was signed for maintenance and support of the DR equipment.                                                                                                              | None.                        | 4                              | 4        | 5           | 5        | Exceptional Performance                                                                                                     | R15 828.00                                                      |
| CORP | Unified Communication System              | Least Cost (Callsave)         | Own funds         | 01-May-17  | 30-Apr-20  | The telephone system is operating fairly well in all municipal offices except for those that have connectivity problems as a result of damages caused by power outages and storms. | None.                        | 4                              | 4        | 4           | 3        | Good                                                                                                                        | R115 000                                                        |
| CORP | Internet Services                         | Vodacom                       | Own funds         | 30-May-18  | 30-Apr-18  | Internet services are running fairly well.                                                                                                                                         | None.                        | 4                              | 4        | 5           | 3        | Good there is room for improvement                                                                                          | R9 580                                                          |
| CORP | Leasing of Servers and storage equipment. |                               | GTM               | 1/01/2019  | 31/12/2022 | Servers and storage devices installed, configurations on going.                                                                                                                    | None                         | n/a                            | n/a      | 4           | 4        | Good.                                                                                                                       | R 1 246 884.37 total for the duration of the contract           |
| CORP | Leasing of ICT LAN Equipment              | CHM Vuwani Computer Solutions | GTM               | 1/01/2019  | 31/12/2022 | Firewalls and Switches delivered, configurations and testing on going.                                                                                                             | None.                        | n/a                            | n/a      | 4           | 3        | Good. Web and application filtering not yet implemented.                                                                    | R 2 503 799.73 total for the duration of the contract.          |
| CORP | Website Services                          | SITA                          | Own funds         | 01-Jul-18  | 30-Jun-21  | Website maintenance services and support are ongoing.                                                                                                                              | None.                        | 4                              | 4        | 4           | 4        | Good. SLA meetings are held quarterly.                                                                                      | R5 553                                                          |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                                          | Name of Service provider | Source of funding | Start date | End date   | Physical Progress to date - <i>(Narrative required)</i> | Challenges and interventions | Assessment of service provider |                         |                 |               | Assessment comments<br>(reason for assessment score provided)                     | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|-------------------------------------------------------|--------------------------|-------------------|------------|------------|---------------------------------------------------------|------------------------------|--------------------------------|-------------------------|-----------------|---------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                                       |                          |                   |            |            |                                                         |                              | (Scale 1-5)<br>Fair            | 1 - Poor<br>3 - Average | 2 -<br>4 - Good | 5 - Excellent |                                                                                   |                                                                 |
| CORP | MFMA Training                                         | Gumela Projects          | Own Funding       | 01/04/2018 | 31/03/2019 | On going                                                | None                         | 4                              | 4                       | n/a             | 4             | The training facilitator was effective                                            | R 1 900 575                                                     |
| CORP | Comptia Security and Security                         | Torque IT                | Own Funds         | 26-Nov-18  | 30/11/2018 | Completed                                               | None                         | n/a                            | 4                       | n/a             | n/a           | The training intervention was satisfactorily implemented                          | R15 870                                                         |
| CORP | Communication and Presentation Skills                 | Umsimbi Training         | Own Funds         | 15-Nov-18  | 16-Nov-18  | Completed                                               | None                         | n/a                            | 4                       | n/a             | n/a           | The training intervention was satisfactorily implemented                          | R22 315                                                         |
| CORP | Powerpoint and Presentation Training                  | CBM Training pty Ltd     | own Funds         | 22-Oct-18  | 23-Oct-18  | Completed                                               | None                         | n/a                            | 4                       | n/a             | n/a           | The training intervention was satisfactorily implemented                          | R4 503                                                          |
| CORP | Advanced Archives and Records Management              | UNISA                    | Own Funds         | 01-Oct-18  | 05-Oct-18  | Completed                                               | None                         | n/a                            | 4                       | n/a             | n/a           | The training intervention was satisfactorily implemented                          | R23 800                                                         |
| CORP | Certified chief information Security Officer Training | Torque IT                | Own Funds         | 22-Aug-18  | 26-Aug-18  | Completed                                               | None                         | n/a                            | 4                       | n/a             | n/a           | The training intervention was satisfactorily implemented                          | R40 135                                                         |
| CORP | ITIL Foundation Training                              | Torque IT                | Own Funds         | 05-Nov-18  | 07-Nov-18  | Completed                                               | None                         | n/a                            | 4                       | n/a             | n/a           | The training intervention was satisfactorily implemented                          | R 8 165.00                                                      |
| CORP | Electronic Records Management System (Collaborator)   | Business Engineering     | GTM               | 01-Jul-17  | 30-Jun-20  | Support Services are provided as per the SLA.           | None                         | 5                              | 5                       | n/a             | 5             | The report is submitted each month by the Service Provider on the support service | R34 300 pm                                                      |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                                | Name of Service provider               | Source of funding | Start date     | End date       | Physical Progress to date - <i>(Narrative required)</i>                        | Challenges and interventions                                                                                                                                                                         | Assessment of service provider |          |             |                           | Assessment comments (reason for assessment score provided)                                                                                                                                                                                                                                                                                                                                                                 | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|---------------------------------------------|----------------------------------------|-------------------|----------------|----------------|--------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------|-------------|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                             |                                        |                   |                |                |                                                                                |                                                                                                                                                                                                      | (Scale 1-5)<br>Fair            | 1 - Poor | 2 - Average | 3 - Good<br>4 - Excellent |                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                 |
|      |                                             |                                        |                   |                |                |                                                                                |                                                                                                                                                                                                      |                                |          |             |                           | provided in line with the SLA, as way of monitoring performance.                                                                                                                                                                                                                                                                                                                                                           |                                                                 |
| CORP | Training Supply Chain Management            | Nyankwavi Investment                   | Own Funding       | 24/07/2018     | 25/07/2018     | Completed                                                                      | None                                                                                                                                                                                                 | 4                              | 4        | 4           | 4                         | The training intervention was satisfactorily implemented                                                                                                                                                                                                                                                                                                                                                                   | R 197 156                                                       |
| CORP | Protocol and Etiquette Training             | DTM Consulting cc                      | GTM               | 23-24 May 2019 | 27-28 May 2019 | completed                                                                      | None                                                                                                                                                                                                 | n/a                            | n/a      | n/a         | 4                         | Professional Facilitator. The company delivers on their mandate. Their programmes aligned to Unit Standards.                                                                                                                                                                                                                                                                                                               | R436 425                                                        |
| CSD  | Turnkey Red-light and speed law enforcement | Mavambo Intelligent Transport Solution | GTM               | 01/12/2017     | 31/12/2020     | Daily Capturing and filling of fines. Receiving payments & notifying offenders | Not all offenders pay their fines                                                                                                                                                                    | 4                              | 4        | 4           | 4                         | They are doing a great job                                                                                                                                                                                                                                                                                                                                                                                                 | Determined by number of tickets proceed and or paid             |
| CSD  | Treatment & Disposal Management             | Theuwedi Trading Enterprise            | GTM               | 1/12/2017      | 30/11/2020     | Sustainable Disposal Management service are provided @ Tzaneen Landfill-site.  | Constant supervision are conducted by the Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards & specifications. Penalties apply in areas of under performance. | 4                              | 4        | 4           | 4                         | <ul style="list-style-type: none"> <li>●The Tender-SLA include as part of the technical specifications a "Performance-checklist" with ratings which vary as follows viz:- <ul style="list-style-type: none"> <li>▶ 1=Poor</li> <li>▶ 2=Fair</li> <li>▶ 3=Average</li> <li>▶ 4=Good</li> <li>▶ 5=Excellent</li> </ul> </li> <li>● Checklist is being done on a monthly basis &amp; submitted with payment advice</li> </ul> | R 20 236 610.52                                                 |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name               | Name of Service provider           | Source of funding | Start date | End date                                    | Physical Progress to date - <i>(Narrative required)</i>                                                                                                                   | Challenges and interventions                                                                                                                                                                                                                                             | Assessment of service provider |                         |                 |               | Assessment comments (reason for assessment score provided)                                                                                                                                                                                                                                                                                                                                                                                                                                              | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|----------------------------|------------------------------------|-------------------|------------|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-------------------------|-----------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
|      |                            |                                    |                   |            |                                             |                                                                                                                                                                           |                                                                                                                                                                                                                                                                          | (Scale 1-5)<br>Fair            | 1 - Poor<br>3 - Average | 2 -<br>4 - Good | 5 - Excellent |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                 |
|      |                            |                                    |                   |            |                                             |                                                                                                                                                                           |                                                                                                                                                                                                                                                                          |                                |                         |                 |               | as such to substantiate the amount of penalties                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                 |
| CSD  | Litterpicking Region-North | Theuwedi Trading Enterprise        | GTM               | 1/10/2018  | 30/09/2021                                  | Sustainable Litterpicking services are provided within the Northern Services-area in Tzaneen-suburb & Main Roads.                                                         | Constant supervision are conducted by the Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards & specifications. Penalties apply in areas of under performance.                                                                     | n/a                            | 4                       | 4               | 4             | <ul style="list-style-type: none"> <li>● The Tender-SLA include as part of the technical specifications a "Performance-checklist" with ratings which vary as follows viz:-                             <ul style="list-style-type: none"> <li>▶ 1=Poor</li> <li>▶ 2=Fair</li> <li>▶ 3=Average</li> <li>▶ 4=Good</li> <li>▶ 5=Excellent</li> </ul> </li> <li>● Checklist is being done on a monthly basis &amp; submitted with payment advice as such to substantiate the amount of penalties</li> </ul> | R 21 613 616.00                                                 |
| CSD  | Litterpicking Region-North | Molebogeng Trading Enterprise C.C. | GTM               | 1/07/2015  | 30/09/2018 (New MSP on site on 01 Oct. '18) | <ul style="list-style-type: none"> <li>● Sustainable Litterpicking services are provided within the Northern Services-area in Tzaneen-suburb &amp; Main Roads.</li> </ul> | <ul style="list-style-type: none"> <li>● Constant supervision are conducted by the operational Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards &amp; specifications. Penalties apply in areas of under performance.</li> </ul> | 4                              | n/a                     | n/a             | n/a           | n/a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | R 21 403 417.32                                                 |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name               | Name of Service provider           | Source of funding | Start date | End date                           | Physical Progress to date - <i>(Narrative required)</i>                                                                                                     | Challenges and interventions                                                                                                                                                                                                                                             | Assessment of service provider |                         |                 |               | Assessment comments (reason for assessment score provided)                                                                                                                                                                                                                                                                                                                                                                                                                                              | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|----------------------------|------------------------------------|-------------------|------------|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-------------------------|-----------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
|      |                            |                                    |                   |            |                                    |                                                                                                                                                             |                                                                                                                                                                                                                                                                          | (Scale 1-5)<br>Fair            | 1 - Poor<br>3 - Average | 2 -<br>4 - Good | 5 - Excellent |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                 |
| CSD  | Litterpicking Region-South | Theuwedi Trading Enterprise        | GTM               | 1/01/2019  | 31/12/2021                         | <ul style="list-style-type: none"> <li>● Sustainable Litterpicking services are provided within the Southern Services-area in Nkowankowa-suburb.</li> </ul> | <ul style="list-style-type: none"> <li>● Constant supervision are conducted by the Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards &amp; specifications. Penalties apply in areas of under performance.</li> </ul>             | n/a                            | n/a                     | 4               | 4             | <ul style="list-style-type: none"> <li>● The Tender-SLA include as part of the technical specifications a "Performance-checklist" with ratings which vary as follows viz:-                             <ul style="list-style-type: none"> <li>▶ 1=Poor</li> <li>▶ 2=Fair</li> <li>▶ 3=Average</li> <li>▶ 4=Good</li> <li>▶ 5=Excellent</li> </ul> </li> <li>● Checklist is being done on a monthly basis &amp; submitted with payment advice as such to substantiate the amount of penalties</li> </ul> | R 15 024 704.00                                                 |
| CSD  | Litterpicking Region-South | Selema Planthire Construction C.C. | GTM               | 1/07/2015  | 31/07/2018 (BAC extended Jan. '19) | <ul style="list-style-type: none"> <li>● Sustainable Litterpicking services are provided within the Southern Services-area in Nkowankowa-suburb.</li> </ul> | <ul style="list-style-type: none"> <li>● Constant supervision are conducted by the operational Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards &amp; specifications. Penalties apply in areas of under performance.</li> </ul> | 4                              | 4                       | n/a             | n/a           | n/a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | R 9 876 527.28                                                  |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                         | Name of Service provider           | Source of funding | Start date | End date                           | Physical Progress to date - <i>(Narrative required)</i>                                                                                                   | Challenges and interventions                                                                                                                                                                                                                                 | Assessment of service provider |                         |                 |               | Assessment comments (reason for assessment score provided)                                                                                                                                                                                                                                                                                                                                                                                                                                              | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|--------------------------------------|------------------------------------|-------------------|------------|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-------------------------|-----------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                      |                                    |                   |            |                                    |                                                                                                                                                           |                                                                                                                                                                                                                                                              | (Scale 1-5)<br>Fair            | 1 - Poor<br>3 - Average | 2 -<br>4 - Good | 5 - Excellent |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                 |
| CSD  | Collection & Transportation Lenyenye | Molebogens Trading Enterprise      | GTM               | 1/01/2019  | 31/12/2021                         | <ul style="list-style-type: none"> <li>● Sustainable waste removal-services are provided within the Southern Services-area in Lenyenye-suburb.</li> </ul> | <ul style="list-style-type: none"> <li>● Constant supervision are conducted by the Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards &amp; specifications. Penalties apply in areas of under performance.</li> </ul> | n/a                            | n/a                     | 4               | 4             | <ul style="list-style-type: none"> <li>● The Tender-SLA include as part of the technical specifications a "Performance-checklist" with ratings which vary as follows viz:-                             <ul style="list-style-type: none"> <li>▶ 1=Poor</li> <li>▶ 2=Fair</li> <li>▶ 3=Average</li> <li>▶ 4=Good</li> <li>▶ 5=Excellent</li> </ul> </li> <li>● Checklist is being done on a monthly basis &amp; submitted with payment advice as such to substantiate the amount of penalties</li> </ul> | R 12 988 091.00                                                 |
| CSD  | Collection & Transportation Lenyenye | Selema Planthire Construction C.C. | GTM               | 1/08/2015  | 31/07/2018 (BAC extended Jan. '19) | <ul style="list-style-type: none"> <li>● Sustainable waste removal-services are provided within the Southern Services-area in Lenyenye-suburb.</li> </ul> | <ul style="list-style-type: none"> <li>● Constant supervision are conducted by the operational Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards &amp; specifications</li> </ul>                                     | 4                              | 4                       | n/a             | n/a           | n/a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | R 13 824 380.16                                                 |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                                              | Name of Service provider           | Source of funding | Start date | End date   | Physical Progress to date - <i>(Narrative required)</i>                                                                                                                             | Challenges and interventions                                                                                                                                                                                                                               | Assessment of service provider |          |             |          | Assessment comments (reason for assessment score provided)                                                                                                                                                                                                                                                                                                                                                                                                                                          | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|-----------------------------------------------------------|------------------------------------|-------------------|------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------|-------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                                           |                                    |                   |            |            |                                                                                                                                                                                     |                                                                                                                                                                                                                                                            | (Scale 1-5) Fair               | 1 - Poor | 2 - Average | 3 - Good |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                 |
| CSD  | Collection & Transportation Nkowankowa & Rural Bulk-waste | Molebogeng Trading Enterprise C.C. | GTM               | 01/03/2018 | 28/02/2021 | <ul style="list-style-type: none"> <li>Sustainable waste removal-services are provided within the Southern Services-area in Nkowankowa-suburb &amp; Region-South (Rural)</li> </ul> | <ul style="list-style-type: none"> <li>Constant supervision are conducted by the Regional Waste Management Officer ensuring sustainable "compliance" with norms; standards &amp; specifications. Penalties apply in areas of under performance.</li> </ul> | 4                              | 4        | 4           | 4        | <ul style="list-style-type: none"> <li>The Tender-SLA include as part of the technical specifications a "Performance-checklist" with ratings which vary as follows viz:-                             <ul style="list-style-type: none"> <li>▶ 1=Poor</li> <li>▶ 2=Fair</li> <li>▶ 3=Average</li> <li>▶ 4=Good</li> <li>▶ 5=Excellent</li> </ul> </li> <li>Checklist is being done on a monthly basis &amp; submitted with payment advice as such to substantiate the amount of penalties</li> </ul> | R 16 053 512.40                                                 |
| CSD  | Physical security                                         | George B Security (PTY) LTD        | GTM               | 01/04/2018 | 31/06/2019 | Provision of Physical Security to protect Municipal Assets and Employees                                                                                                            | The contract is on a month to month basis pending finalisation of litigation.                                                                                                                                                                              | 4                              | 5        | 5           | n/a      | Contract expired                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 1014300 pm                                                      |
| CSD  | Physical security                                         | Mapheto Business Services CC       | GTM               | 01/06/2019 | 1930/06/21 | Provision of Physical Security to protect Municipal Assets and Employees                                                                                                            | the Contract was reinstated after GTM reached settlement with the Service Provider for a 24 month Contract                                                                                                                                                 | n/a                            | n/a      | n/a         | 3        | Theft of Assets at the Road & Strom Water wherein seven (7) Truck Batteries were on 25 June 2019 stolen, although recovered. Theft of Automated Motor Gate machine at Plumbing on 12                                                                                                                                                                                                                                                                                                                | R1 158 050 pm                                                   |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                                    | Name of Service provider | Source of funding | Start date | End date   | Physical Progress to date - <i>(Narrative required)</i>                                                                                   | Challenges and interventions                                                                                         | Assessment of service provider |                         |                 |               | Assessment comments (reason for assessment score provided)                                                                                                                 | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|-------------------------------------------------|--------------------------|-------------------|------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|--------------------------------|-------------------------|-----------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                                 |                          |                   |            |            |                                                                                                                                           |                                                                                                                      | (Scale 1-5)<br>Fair            | 1 - Poor<br>3 - Average | 2 -<br>4 - Good | 5 - Excellent |                                                                                                                                                                            |                                                                 |
|      |                                                 |                          |                   |            |            |                                                                                                                                           |                                                                                                                      |                                |                         |                 |               | July 2019.                                                                                                                                                                 |                                                                 |
| CSD  | Cash In Transit (CIT)                           | Fidelity Cash Solutions  | GTM               | 01/03/2017 | 31/03/2020 | Collect and Bank Municipal Cash                                                                                                           | They collect as per SLA, unfortunately the Cash is not deposited daily at the bank and against the Municipal Policy. | 5                              | 5                       | 4               | 3             | Sometimes they do not collect citing vehicle challenges.                                                                                                                   | R665 750,88<br>Contract value for 36 Months.                    |
| CSD  | Access Control                                  | Pro Satellite Systems    | GTM               | 01/07/2013 | to date    | Provision of Access Control using Morpho (Finger Prints) for Employees and Visitors (Cards) at Civic Centre and Tzaneen Municipal Stores. | There is no signed Repair and Maintenance Plan, we use Call Up which is sometimes very expensive.                    | 5                              | 5                       | 5               | 3             | System was locked due to licence expiry of Softcon which we have no authority. Could not register or deregister finger prints or Reset Systems which left them vulnerable. | Pay as and when services done                                   |
| EED  | Replace 2 x 20 MVA 66/11 kV at Tzaneen main sub | Chule Projects           | LOAN              | 01/07/2018 | 30/06/2019 | Designs completed and supported by GTM. Material ordered. Awaiting delivery of material to replace transformers                           | Delays with Approval of DBSA loan. Project implemented in phases                                                     | 4                              | 4                       | 4               | 4             | Performance was good. Project is a multi-year project                                                                                                                      | R 3 494 865                                                     |
| EED  | Replace 2 x 20 MVA 66/11 kV at Tzaneen main sub | Rems Electrical          | LOAN              | 01/07/2018 | 30/06/2019 | Designs completed and supported by GTM. Material ordered. Awaiting delivery of material to replace transformers                           | Delays with Approval of DBSA loan. Project implemented in phases                                                     | n/a                            | n/a                     | 4               | 4             | Performance was good. Project is a multi-year project                                                                                                                      | R3 055 135                                                      |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                                                                                                   | Name of Service provider | Source of funding | Start date | End date   | Physical Progress to date - <i>(Narrative required)</i>                                                                        | Challenges and interventions      | Assessment of service provider |                         |                 |               | Assessment comments (reason for assessment score provided)           | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|----------------------------------------------------------------------------------------------------------------|--------------------------|-------------------|------------|------------|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|--------------------------------|-------------------------|-----------------|---------------|----------------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                                                                                                |                          |                   |            |            |                                                                                                                                |                                   | (Scale 1-5)<br>Fair            | 1 - Poor<br>3 - Average | 2 -<br>4 - Good | 5 - Excellent |                                                                      |                                                                 |
| EED  | Design and Supervision for Replacing of old SS1 electrical substation circuit breakers with compact switchgear | Chule Projects           | LOAN              | 01/07/2018 | 30/06/2019 | Designs completed and supported by GTM. Material ordered. Awaiting delivery of material to replace C/B with compact switchgear | Delays with Approval of DBSA loan | 4                              | 4                       | 4               | 4             | Performance was good. Project was completed successfully and in time | R 1 211 519                                                     |
| EED  | Replacing of old SS1 electrical substation circuit breakers with compact switchgear                            | Rivisi Electrical        | LOAN              | 01/07/2018 | 30/06/2019 | Designs completed and supported by GTM. Material ordered. Awaiting delivery of material to replace C/B with switchgear         | Delays with Approval of DBSA loan | n/a                            | n/a                     |                 | 4             | Performance good. Project was completed successfully and in time     | R8 695 652                                                      |
| EED  | Design and supervision for Upgrading of Waterbok 33/11 Substation                                              | Chule Projects           | LOAN              | 01/07/2018 | 30/06/2019 | Designs completed and supported by GTM. Material ordered. Awaiting delivery of material to upgrade the substation              | Delays with Approval of DBSA loan | 4                              | 4                       | n/a             | 3             | Performance satisfactory. Project delays                             | R 224 973                                                       |
| EED  | Upgrading of Waterbok 33/11 Substation                                                                         | Khakhi Electrical        | LOAN              | 01/07/2018 | 30/06/2019 | Designs completed and supported by GTM. Material ordered. Awaiting delivery of material to upgrade the substation              | Delays with Approval of DBSA loan | n/a                            | n/a                     | n/a             | 2             | Performance not satisfactory. Project delays and poor executed       | R 1 739 130                                                     |
| EED  | Design and supervision for Upgrading of Blacknoll 33/11                                                        | Chule Projects           | LOAN              | 01/07/2018 | 30/06/2019 | Designs completed and supported by GTM. Material ordered. Awaiting delivery of material to upgrade the substation              | Delays with Approval of DBSA loan | 4                              | 4                       | n/a             | 3             | Performance satisfactory. Project delays                             | R 224 973                                                       |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                                                      | Name of Service provider     | Source of funding | Start date | End date   | Physical Progress to date - <i>(Narrative required)</i>                                                                  | Challenges and interventions      | Assessment of service provider |                         |                 |               | Assessment comments (reason for assessment score provided)     | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|-------------------------------------------------------------------|------------------------------|-------------------|------------|------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------|--------------------------------|-------------------------|-----------------|---------------|----------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                                                   |                              |                   |            |            |                                                                                                                          |                                   | (Scale 1-5)<br>Fair            | 1 - Poor<br>3 - Average | 2 -<br>4 - Good | 5 - Excellent |                                                                |                                                                 |
| EED  | Upgrading of Blacknoll 33/11                                      | Khakhi Electrical            | LOAN              | 01/07/2018 | 30/06/2019 | Designs completed and supported by GTM. Material ordered. Awaiting delivery of material to upgrade the substation        | Delays with Approval of DBSA loan | n/a                            | n/a                     | n/a             | 2             | Performance not satisfactory. Project delays and poor executed | R1 739 130                                                      |
| EED  | Design and Supervision for Replacing of 11kv cables               | Chule Projects               | LOAN              | N/A        | N/A        | Designs completed and supported by GTM. Awaiting appointment of contractor                                               | Delays with Approval of DBSA loan | 4                              | 4                       | n/a             | 3             | Performance satisfactory. Bill of quantity not correct         | R 156 522                                                       |
| EED  | Substation Tripping Batteries (Item B53 6/14)                     | Chule Projects               | LOAN              | N/A        | N/A        | Designs completed and supported by GTM. Awaiting appointment of contractor                                               | Delays with Approval of DBSA loan | 4                              | 4                       | n/a             | 4             | Performance good                                               | R 52 174                                                        |
| EED  | Design and Supervision of New entrance streetlights at R36        | Calibre Consulting Engineers | LOAN              | N/A        | N/A        | Designs completed and approved by GTM. Material ordered. Awaiting delivery to commence with construction                 | Delays with Approval of DBSA loan | 4                              | 4                       | 4               | 3             | Performance satisfactory. Specification not correct            | R 126 709                                                       |
| EED  | New entrance streetlights at R36                                  | Madz Electrical              | LOAN              | N/A        | N/A        | Designs completed and approved by GTM. Material ordered. Awaiting delivery to commence with Installation of streetlights | Delays with Approval of DBSA loan | n/a                            | n/a                     | 4               | 3             | Performance satisfactory. Project delayed                      | R956 522                                                        |
| EED  | Design and Supervision of Area lighting at Tarentaalrand Crossing | Calibre Consulting Engineers | LOAN              | N/A        | N/A        | Installation of highmast in progress                                                                                     | Delays with Approval of DBSA loan | 5                              | 5                       | 5               | 5             | Performance was excellent                                      | R 39 130                                                        |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                                                                                         | Name of Service provider     | Source of funding | Start date | End date | Physical Progress to date - <i>(Narrative required)</i>                                                                         | Challenges and interventions      | Assessment of service provider |          |             |          | Assessment comments (reason for assessment score provided)     | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|------------------------------------------------------------------------------------------------------|------------------------------|-------------------|------------|----------|---------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|--------------------------------|----------|-------------|----------|----------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                                                                                      |                              |                   |            |          |                                                                                                                                 |                                   | (Scale 1-5) Fair               | 1 - Poor | 2 - Average | 3 - Good |                                                                |                                                                 |
| EED  | Area lighting at Tarentaalrand Crossing                                                              | Madz Electrical              | LOAN              | N/A        | N/A      | Installation of highmast in progress                                                                                            | Delays with Approval of DBSA loan | n/a                            | n/a      | 5           | 5        | Performance excellent                                          | R 347 826                                                       |
| EED  | Design and Supervision for Rebuilding of lines – Letsitele Valley substation – Bosbou and all T offs | Calibre Consulting Engineers | LOAN              | N/A        | N/A      | Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line | Delays with Approval of DBSA loan | 5                              | 5        | 4           | 4        | Performance was good. Project was managed correctly            | R 70 773                                                        |
| EED  | Rebuilding of lines – Letsitele Valley substation – Bosbou and all T offs                            | Madz Electrical              | LOAN              | N/A        | N/A      | Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line | Delays with Approval of DBSA loan | n/a                            | n/a      | 4           | 5        | Performance was excellent. Completed on time                   | R 434 783                                                       |
| EED  | Design and Supervision for Rebuilding of Valencia 11kv lines                                         | Calibre Consulting Engineers | LOAN              | N/A        | N/A      | Rebuilding of line in progress                                                                                                  | Delays with Approval of DBSA loan | 5                              | 5        | 5           | 4        | Performance was good. Project was managed correctly            | R 141 545                                                       |
| EED  | Rebuilding of Valencia 11kv lines                                                                    | Manco Business Enterprise.   | LOAN              | N/A        | N/A      | Rebuilding of line in progress                                                                                                  | Delays with Approval of DBSA loan | n/a                            | n/a      | 5           | 3        | Performance satisfactory. No adherence to specifications       | R 869 565                                                       |
| EED  | Design and Supervision for Rebuilding of Lushof South 11kv lines                                     | Calibre Consulting Engineers | LOAN              | N/A        | N/A      | Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line | Delays with Approval of DBSA loan | 5                              | 5        | 4           | 3        | Performance satisfactory. No sufficient supervision of project | R 61 542                                                        |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                                                     | Name of Service provider          | Source of funding | Start date | End date | Physical Progress to date - <i>(Narrative required)</i>                                                                         | Challenges and interventions      | Assessment of service provider |          |             |          | Assessment comments (reason for assessment score provided)     | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|------------------------------------------------------------------|-----------------------------------|-------------------|------------|----------|---------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|--------------------------------|----------|-------------|----------|----------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                                                  |                                   |                   |            |          |                                                                                                                                 |                                   | (Scale 1-5) Fair               | 1 - Poor | 2 - Average | 3 - Good |                                                                |                                                                 |
| EED  | Rebuilding of Lushof South 11kv lines                            | Maduruduru Trading & Projects     | LOAN              | N/A        | N/A      | Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line | Delays with Approval of DBSA loan | 4                              | 4        | 4           | 3        | Performance satisfactory. Poor management of outages           | R 434 783                                                       |
| EED  | Design and Supervision for Rebuilding of Rooikoppies 11kv lines  | Calibre Consulting Engineers      | LOAN              | N/A        | N/A      | Designs completed and supported by GTM. Delayed ordering of material                                                            | Delays with Approval of DBSA loan | 5                              | 5        | 4           | 4        | Performance was good. Project was managed correctly            | R 141 545                                                       |
| EED  | Rebuilding of Rooikoppies 11kv lines                             | Xiverengi Electrical              | LOAN              | N/A        | N/A      | Designs completed and supported by GTM. Delayed ordering of material                                                            | Delays with Approval of DBSA loan | 3                              | 3        | 3           | 3        | Performance satisfactory. Project execution was started late   | R 869 565                                                       |
| EED  | Design and Supervision for Rebuilding of Mabiet 11kv lines       | Calibre Consulting Engineers      | LOAN              | N/A        | N/A      | Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line | Delays with Approval of DBSA loan | 5                              | 5        | 4           | 3        | Performance satisfactory. No sufficient supervision of project | R 118 577                                                       |
| EED  | Rebuilding of Mabiet 11kv lines                                  | Phomelelo Industrial Power Supply | LOAN              | N/A        | N/A      | Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line | Delays with Approval of DBSA loan | 3                              | 3        | 4           | 3        | Performance satisfactory. Project execution was started late   | R 869 565                                                       |
| EED  | Design and Supervision for Rebuilding of Haenertsburg 11kv lines | Calibre Consulting Engineers      | LOAN              | N/A        | N/A      | Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line | Delays with Approval of DBSA loan | 5                              | 5        | 4           | 4        | Performance was good. Sufficient supervision                   | R 141 565                                                       |
| EED  | Rebuilding of Haenertsburg 11kv lines                            | Rishile Electrical                | LOAN              | N/A        | N/A      | Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with                    | Delays with Approval of DBSA loan | 4                              | 4        | 4           | 4        | Performance was good. Completed on time                        | R 869 565                                                       |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                                                       | Name of Service provider     | Source of funding | Start date | End date | Physical Progress to date - <i>(Narrative required)</i>                                                                         | Challenges and interventions      | Assessment of service provider |                         |                 |               | Assessment comments (reason for assessment score provided) | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|--------------------------------------------------------------------|------------------------------|-------------------|------------|----------|---------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|--------------------------------|-------------------------|-----------------|---------------|------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                                                    |                              |                   |            |          |                                                                                                                                 |                                   | (Scale 1-5)<br>Fair            | 1 - Poor<br>3 - Average | 2 -<br>4 - Good | 5 - Excellent |                                                            |                                                                 |
|      |                                                                    |                              |                   |            |          | Rebuilding of line                                                                                                              |                                   |                                |                         |                 |               |                                                            |                                                                 |
| EED  | Design and Supervision for Rebuilding of Campsies Glen 11kv lines  | Calibre Consulting Engineers | LOAN              | N/A        | N/A      | Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line | Delays with Approval of DBSA loan | 5                              | 5                       | 4               | 4             | Performance was good. Sufficient supervision               | R 141 545                                                       |
| EED  | Rebuilding of Campsies Glen 11kv lines                             | Kingki Electrical            | LOAN              | N/A        | N/A      | Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line | Delays with Approval of DBSA loan | 4                              | 4                       | 4               | 4             | Performance good. Completed on time                        | R 869 565                                                       |
| EED  | Design and Supervision for Rebuilding of Politsi Valley 11kv lines | Calibre Consulting Engineers | LOAN              | N/A        | N/A      | Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line | Delays with Approval of DBSA loan | 5                              | 5                       | 4               | 4             | Performance was good                                       | R 141 545                                                       |
| EED  | Rebuilding of Politsi Valley 11kv lines                            | Moagi Electrical             | LOAN              | N/A        | N/A      | Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line | Delays with Approval of DBSA loan | n/a                            | n/a                     | 4               | 3             | Performance satisfactory. Project delays                   | R 869 565                                                       |
| EED  | Design and Supervision for Rebuilding of CP Minaar 11kv line       | Calibre Consulting Engineers | LOAN              | N/A        | N/A      | Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line | Delays with Approval of DBSA loan | 5                              | 5                       | 4               | 4             | Performance was good                                       | R 47 182                                                        |
| EED  | Rebuilding of CP Minaar 11kv lines                                 | Moagi Electrical             | LOAN              | N/A        | N/A      | Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line | Delays with Approval of DBSA loan | n/a                            | n/a                     | 4               | 3             | Performance satisfactory. Not adhering to specifications   | R 826 347                                                       |

| Table 161: Evaluation of Service Provider Performance for 2018/19 |                                                                            |                                   |                   |            |          |                                                                                                                                         |                                   |                                |                         |                 |               |                                                                                  |                                                                 |
|-------------------------------------------------------------------|----------------------------------------------------------------------------|-----------------------------------|-------------------|------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|--------------------------------|-------------------------|-----------------|---------------|----------------------------------------------------------------------------------|-----------------------------------------------------------------|
| Dept                                                              | Project name                                                               | Name of Service provider          | Source of funding | Start date | End date | Physical Progress to date - <i>(Narrative required)</i>                                                                                 | Challenges and interventions      | Assessment of service provider |                         |                 |               | Assessment comments<br>(reason for assessment score provided)                    | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|                                                                   |                                                                            |                                   |                   |            |          |                                                                                                                                         |                                   | (Scale 1-5)<br>Fair            | 1 - Poor<br>3 - Average | 2 -<br>4 - Good | 5 - Excellent |                                                                                  |                                                                 |
| EED                                                               | Design and Supervision for Rebuilding of Mieliekloof / Deerpark 11kv lines | Calibre Consulting Engineers      | LOAN              | N/A        | N/A      | Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line         | Delays with Approval of DBSA loan | 5                              | 5                       | 4               | 3             | Performance satisfactory. Poor level of supervision                              | R 70 773                                                        |
| EED                                                               | Rebuilding of Mieliekloof / Deerpark 11kv lines                            | Phomelelo Industrial Power Supply | LOAN              | N/A        | N/A      | Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with Rebuilding of line         | Delays with Approval of DBSA loan | 3                              | 3                       | 3               | 3             | Performance satisfactory. Project execution started late                         | R 434 783                                                       |
| EED                                                               | Design and Supervision of Houtbosdorp 11kv new ring                        | Calibre Consulting Engineers      | LOAN              | N/A        | N/A      | Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with building of new 11kv ring. | Delays with Approval of DBSA loan | 5                              | 5                       | 4               | 4             | Performance was good                                                             | R 195 652                                                       |
| EED                                                               | Houtbosdorp 11kv new ring                                                  | Tshabalala Munti Purpose Workshop | LOAN              | N/A        | N/A      | Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with building of new 11kv ring. | Delays with Approval of DBSA loan | n/a                            | n/a                     | 4               | 3             | Performance satisfactory. Delays in completing project and management of outages | R 1 304 348                                                     |
| EED                                                               | Rebuilding of Letaba Feeder 33KV line                                      | No appointment                    | LOAN              | N/A        | N/A      | Project not started as the approval of the loan was delayed                                                                             | Delays with Approval of DBSA loan | n/a                            | n/a                     | n/a             | n/a           | n/a                                                                              | R 750 000                                                       |
| EED                                                               | Design and Supervision for Substation Fencing                              | Chule Projects                    | LOAN              | N/A        | N/A      | Project not started as the approval of the loan was delayed                                                                             | Delays with Approval of DBSA loan | 5                              | 5                       | n/a             | 5             | Performance was excellent                                                        | R 130 435                                                       |
| EED                                                               | Substation Fencing                                                         | Rems Electrical                   | LOAN              | N/A        | N/A      | Project not started as the approval of the loan was delayed                                                                             | Delays with Approval of DBSA loan | n/a                            | n/a                     | n/a             | 5             | Performance was excellent                                                        | R 869 565                                                       |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                                                            | Name of Service provider     | Source of funding | Start date | End date   | Physical Progress to date - <i>(Narrative required)</i>                                                                          | Challenges and interventions      | Assessment of service provider |          |             |          | Assessment comments (reason for assessment score provided)     | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|-------------------------------------------------------------------------|------------------------------|-------------------|------------|------------|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|--------------------------------|----------|-------------|----------|----------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                                                         |                              |                   |            |            |                                                                                                                                  |                                   | (Scale 1-5) Fair               | 1 - Poor | 2 - Average | 3 - Good |                                                                |                                                                 |
| EED  | Replace 11 kV and 33 kV Auto reclosers per annum <b>(Item B53 6/14)</b> | Rivisi Electrical            | LOAN              | N/A        | N/A        | Installation of autoreclosers in progress                                                                                        | Delays with Approval of DBSA loan | n/a                            | n/a      | 4           | 3        | Performance satisfactory. Delays in completing project on time | R 497 260                                                       |
| EED  | Design and Supervision for Refurbishment of the Ebenezer 33kV Feeder-   | Calibre Consulting Engineers | LOAN              | N/A        | N/A        | Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with rebuilding of line. | Delays with Approval of DBSA loan | 5                              | 5        | 4           | 4        | Performance was good                                           | R 130 435                                                       |
| EED  | Refurbishment of the Ebenezer 33kV Feeder                               | Rivisi Electrical            | LOAN              | N/A        | N/A        | Designs completed and supported by GTM. Material ordered. Awaiting for delivery of material to commence with rebuilding of line. | Delays with Approval of DBSA loan | 4                              | 4        | 4           | 4        | Performance was good. Completed on time                        | R 869 565                                                       |
| EED  | Design and Supervision for Replacement of Minisubs                      | Chule Projects               | LOAN              | N/A        | N/A        | Project not started as the approval of the loan was delayed                                                                      | Delays with Approval of DBSA loan | 5                              | 5        | 4           | n/a      | n/a                                                            | R 500 000                                                       |
| EED  | Replacement of Existing Air Conditioners                                | Jay Water Service            | Own funds         | 2018/01/07 | 30/06/2019 | Three Existing Air Conditioners were Replaced                                                                                    | None                              | 4                              | n/a      | n/a         | 4        | Performance was good                                           | R 150 000                                                       |
| EED  | Replacement of Existing Air Conditioners                                | Mohasiphola Projects         | Own funds         | 2018/01/07 | 30/06/2019 | One Existing Air Conditioners were Replaced                                                                                      | None                              | 4                              | n/a      | n/a         | 4        | Performance was good                                           | R 150 000                                                       |
| EED  | Electrification of 95 units at Mariveni                                 | Uranus Consulting Engineers  | INEP              | 2018/01/07 | 30/06/2019 | Project at Construction Phase (67%)                                                                                              | None                              | 5                              | 4        | 4           | 3        | Performance satisfactory. Insufficient management of project   | R 194 477                                                       |

| Table 161: Evaluation of Service Provider Performance for 2018/19 |                                                                               |                                   |                   |            |            |                                                         |                                                                                                    |                                |          |             |          |                                                                         |                                                                 |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------------|-------------------|------------|------------|---------------------------------------------------------|----------------------------------------------------------------------------------------------------|--------------------------------|----------|-------------|----------|-------------------------------------------------------------------------|-----------------------------------------------------------------|
| Dept                                                              | Project name                                                                  | Name of Service provider          | Source of funding | Start date | End date   | Physical Progress to date - <i>(Narrative required)</i> | Challenges and interventions                                                                       | Assessment of service provider |          |             |          | Assessment comments (reason for assessment score provided)              | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|                                                                   |                                                                               |                                   |                   |            |            |                                                         |                                                                                                    | (Scale 1-5) Fair               | 1 - Poor | 2 - Average | 3 - Good |                                                                         |                                                                 |
| EED                                                               | Electrification of 95 units at Mariveni ( Design and Supervision)             | Madz Electrical                   | INEP              | 2018/01/07 | 30/06/2019 | Project at Construction Phase (67%)                     | None                                                                                               | n/a                            | n/a      | 5           | 3        | Performance satisfactory. Delays in the ordering of meters              | R 1 296 512                                                     |
| EED                                                               | Electrification of 23 units at Zangoma                                        | Uranus Consulting Engineers       | INEP              | 2018/01/07 | 30/06/2019 | Project at Construction Phase (67%)                     | None                                                                                               | 5                              | 5        | 4           | 3        | Performance satisfactory. Insufficient management of project            | R 47 084                                                        |
| EED                                                               | Electrification of 23 units at Zangoma( Design and Supervision)               | Madz Electrical                   | INEP              | 2018/01/07 | 30/06/2019 | Project at Construction Phase (67%)                     | None                                                                                               | n/a                            | n/a      | 5           | 3        | Performance was good. Delays in completing project on time due to Eskom | R 313 892                                                       |
| EED                                                               | Electrification of 238 units at Mandlakazi(M arikana)- Design and Supervision | Uranus Consulting Engineers       | INEP              | 2018/01/07 | 30/06/2019 | Project at Construction Phase (30%)                     | Construction behind Schedule. Contractor to increase manpower                                      | 5                              | 5        | 3           | 3        | Performance satisfactory. Insufficient management of project            | R 490 697                                                       |
| EED                                                               | Electrification of 238 units at Mandlakazi(M arikana)                         | Phomelelo Industrial Power Supply | INEP              | 2018/01/07 | 30/06/2019 | Project at Construction Phase (30%)                     | Construction behind Schedule. Contractor to increase manpower                                      | n/a                            | n/a      | 3           | 3        | Performance satisfactory. Project not completed on time                 | R 3 271 310                                                     |
| EED                                                               | Electrification of 85 units at Lenyenye                                       | Calibre Consulting Engineers      | INEP              | 2018/01/07 | 30/06/2019 | Project moved to 2019/20 financial year                 | Delays with approval of designs due to the line to be upgraded before the village can be connected | 4                              | 4        | n/a         | 4        | Performance was good.                                                   | R 1 402 500                                                     |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                                                       | Name of Service provider          | Source of funding | Start date | End date   | Physical Progress to date - <i>(Narrative required)</i> | Challenges and interventions                                                                       | Assessment of service provider |          |             |          | Assessment comments (reason for assessment score provided)   | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|--------------------------------------------------------------------|-----------------------------------|-------------------|------------|------------|---------------------------------------------------------|----------------------------------------------------------------------------------------------------|--------------------------------|----------|-------------|----------|--------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                                                    |                                   |                   |            |            |                                                         |                                                                                                    | (Scale 1-5) Fair               | 1 - Poor | 2 - Average | 3 - Good |                                                              |                                                                 |
| EED  | Electrification of 250 units at Motseteng                          | Calibre Consulting Engineers      | INEP              | 2018/01/07 | 30/06/2019 | Project moved to 2019/20 financial year                 | Delays with approval of designs due to the line to be upgraded before the village can be connected | 4                              | 4        | n/a         | 4        | Performance was good                                         | R 4 125 000                                                     |
| EED  | Electrification of 90 units at Mbhekwana ( Design and Supervision) | Uranus Consulting Engineers       | INEP              | 2018/01/07 | 30/06/2019 | Designs completed and supported by Eskom                | Appointment of Contractor delayed by increased scope after designs                                 | 5                              | 4        | 4           | 4        | Performance was good                                         | R185 625                                                        |
| EED  | Electrification of 90 units at Mbhekwana                           | Tshabalala Munti Purpose Workshop | INEP              | 2018/01/07 | 30/06/2019 | To be Appointed                                         | Appointment of Contractor delayed by increased scope after designs                                 | n/a                            | n/a      | n/a         | 4        | Performance was good. Project at execution phase             | R 1 250 000                                                     |
| EED  | Electrification of 24 units at Relela ( Design and Supervision)    | Uranus Consulting Engineers       | INEP              | 2018/01/07 | 30/06/2019 | Designs completed and supported by Eskom                | Construction delayed by appointment of CLO and Local Labours                                       | 5                              | 5        | 3           | 2        | Performance not satisfactory. Poor level project management  | R 49 482                                                        |
| EED  | Electrification of 24 units at Relela                              | Phomelelo Industrial Power Supply | INEP              | 2018/01/07 | 30/06/2019 | Designs completed and supported by Eskom                | Construction delayed by appointment of CLO and Local Labours                                       | n/a                            | n/a      | 3           | 2        | Performance not satisfactory. Project execution started late | R 329 880                                                       |
| EED  | Electrification of 32 Units at Setheeni                            | Uranus Consulting Engineers       | INEP              | 2018/01/07 | 30/06/2019 | Designs not approved by Eskom                           | Eskom recommended that project be implemented by Eskom as post connections                         | 4                              | 4        | n/a         | n/a      | n/a                                                          | R 528                                                           |
| EED  | Electrification of 100 units at Nabanea ( Design and Supervision)  | Calibre Consulting Engineers      | INEP              | 2018/01/07 | 30/06/2019 | Designs completed and supported by Eskom                | Delay with approval of designs                                                                     | 4                              | 4        | 4           | 4        | Performance was good                                         | R 206 250                                                       |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                                                    | Name of Service provider     | Source of funding | Start date | End date   | Physical Progress to date - <i>(Narrative required)</i> | Challenges and interventions                                                                                             | Assessment of service provider |                         |                 |               | Assessment comments (reason for assessment score provided)   | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|-----------------------------------------------------------------|------------------------------|-------------------|------------|------------|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|--------------------------------|-------------------------|-----------------|---------------|--------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                                                 |                              |                   |            |            |                                                         |                                                                                                                          | (Scale 1-5)<br>Fair            | 1 - Poor<br>3 - Average | 2 -<br>4 - Good | 5 - Excellent |                                                              |                                                                 |
| EED  | Electrification o 100 units at Nabane                           | To be appointed              | INEP              | 2018/01/07 | 30/06/2019 | Designs completed and supported by Eskom                | Delay with approval of designs                                                                                           | n/a                            | n/a                     | n/a             | 5             | Performance was excellent                                    | R 1 375 000                                                     |
| EED  | Electrification of 22 units at Marumofase                       | Calibre Consulting Engineers | INEP              | 2018/01/07 | 30/06/2019 | Designs not approved by Eskom                           | Eskom recommended that project be implemented by Eskom as post connections                                               | 4                              | 4                       | n/a             | n/a           | n/a                                                          | R 363 000                                                       |
| EED  | Electrification of 29 units at New Phepene                      | Calibre Consulting Engineers | INEP              | 2018/01/07 | 30/06/2019 | Project Moved to 2019/20 financial year                 | Delays with approval of designs due to the line to be upgraded before the village can be connected                       | 4                              | 4                       | n/a             | 4             | Performance was good                                         | R 478 500                                                       |
| EED  | Electrification of 78 units at Madawa                           | Calibre Consulting Engineers | INEP              | 2018/01/07 | 30/06/2019 | Busy with designs                                       | Delays at Eskom with approval of designs due to feeder split project to be completed before the village can be connected | 4                              | 4                       | 4               | 4             | Performance was good                                         | R1 287 000                                                      |
| EED  | Electrification of 16 units at Gabaza                           | Calibre Consulting Engineers | INEP              | 2018/01/07 | 30/06/2019 | Busy with designs                                       | Delays at Eskom with approval of designs due to feeder split project to be completed before the village can be connected | 4                              | 4                       | 4               | 4             | Performance was good                                         | R 264 000                                                       |
| EED  | Electrification of 88 units at Mackery( Design and Supervision) | Uranus Consulting Engineers  | INEP              | 2018/01/07 | 30/06/2019 | Project at Construction Phase (35%)                     | Construction behind Schedule. contractor to increase manpower                                                            | 5                              | 4                       | 3               | 3             | Performance satisfactory. Insufficient management of project | R 181 434                                                       |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                                                                 | Name of Service provider          | Source of funding | Start date | End date   | Physical Progress to date - <i>(Narrative required)</i> | Challenges and interventions                                  | Assessment of service provider |                         |                 |               | Assessment comments<br>(reason for assessment score provided) | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|------------------------------------------------------------------------------|-----------------------------------|-------------------|------------|------------|---------------------------------------------------------|---------------------------------------------------------------|--------------------------------|-------------------------|-----------------|---------------|---------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                                                              |                                   |                   |            |            |                                                         |                                                               | (Scale 1-5)<br>Fair            | 1 - Poor<br>3 - Average | 2 -<br>4 - Good | 5 - Excellent |                                                               |                                                                 |
| EED  | Electrification of 88 units at Mackery                                       | Phomelelo Industrial Power Supply | INEP              | 2018/01/07 | 30/06/2019 | Project at Construction Phase (35%)                     | Construction behind Schedule. contractor to increase manpower | 5                              | 4                       | 3               | 3             | Performance satisfactory. Projects not completed on time.     | R1 209 560                                                      |
| ESD  | Supply and delivery of water treatment chemicals                             | Zamangwane                        | own funds         | 2016/03/01 | 2019/03/01 | Supply and delivery of water treatment chemicals        | none                                                          | 5                              | n/a                     | 5               | 5             | Satisfied with the service rendered                           | R 297 374.63                                                    |
| ESD  | Supply and delivery of water treatment chemicals                             | Zamandlabili                      | own funds         | 2016/03/01 | 2019/03/01 | Supply and delivery of water treatment chemicals        | none                                                          | 5                              | n/a                     | 5               | 5             | Satisfied with the service rendered                           | R 13 282                                                        |
| ESD  | Repair and maintenance of all equipment on all water pumps and pump stations | BMK Electronics                   | own funds         | 2017/09/17 | 2020/09/01 | Repair and maintenance of pumps                         | none                                                          | 2                              | 2                       | 5               | 5             | Satisfied with the service rendered                           | R 80 863                                                        |
| ESD  | Repair and maintenance of all equipment on all water pumps and pump stations | Wanga Power Projects              | own funds         | 2017/09/17 | 2020/09/01 | Repair and maintenance of pumps                         | none                                                          | n/a                            | n/a                     | 5               | 5             | Satisfied with the service rendered                           | R 308 886.67                                                    |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                                                                  | Name of Service provider           | Source of funding | Start date | End date   | Physical Progress to date - <i>(Narrative required)</i> | Challenges and interventions | Assessment of service provider |          |             |          | Assessment comments (reason for assessment score provided) | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|-------------------------------------------------------------------------------|------------------------------------|-------------------|------------|------------|---------------------------------------------------------|------------------------------|--------------------------------|----------|-------------|----------|------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                                                               |                                    |                   |            |            |                                                         |                              | (Scale 1-5) Fair               | 1 - Poor | 2 - Average | 3 - Good |                                                            |                                                                 |
| ESD  | Repair and maintenance of all equipment on all water pumps and pumpstations   | MANCO Business Ent.                | own funds         | 2017/10/17 | 2020/10/01 | Repair and maintenance of pumps                         | None                         | 4                              | 4        | 5           | 5        | Satisfied with the service rendered                        | R 46 986.70                                                     |
| ESD  | Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area | Mathothoka trading                 | own funds         | 2017/04/01 | 2020/04/01 | Delivery of water through water tankers                 | none                         | 5                              | 5        | 5           | 5        | Satisfied with the service rendered                        | R 331 038.36                                                    |
| ESD  | Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area | Bukuta Construction and plant hire | own funds         | 2017/04/01 | 2020/04/01 | Delivery of water through water tankers                 | none                         | 5                              | 5        | 5           | 5        | Satisfied with the service rendered                        | R 546 972.58                                                    |
| ESD  | Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area | Hulelasi construction and projects | own funds         | 2017/04/01 | 2020/04/01 | Delivery of water through water tankers                 | none                         | 5                              | 5        | 5           | 5        | Satisfied with the service rendered                        | R 436 371.10                                                    |
| ESD  | Hiring of water tankers to deliver water in Greater Tzaneen Municipality Area | Selby Construction                 | own funds         | 2017/04/01 | 2020/04/01 | Delivery of water through water tankers                 | none                         | 5                              | 5        | 5           | 5        | Satisfied with the service rendered                        | R 331 038.93                                                    |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                                               | Name of Service provider           | Source of funding | Start date | End date   | Physical Progress to date - <i>(Narrative required)</i> | Challenges and interventions | Assessment of service provider |                         |                 |               | Assessment comments<br>(reason for assessment score provided) | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|------------------------------------------------------------|------------------------------------|-------------------|------------|------------|---------------------------------------------------------|------------------------------|--------------------------------|-------------------------|-----------------|---------------|---------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                                            |                                    |                   |            |            |                                                         |                              | (Scale 1-5)<br>Fair            | 1 - Poor<br>3 - Average | 2 -<br>4 - Good | 5 - Excellent |                                                               |                                                                 |
| ESD  | Machine and equipment hire in Greater Tzaneen Municipality | Bukuta Construction and plant hire | own funds         | 2017/04/01 | 2020/04/01 | Provision of construction plant                         | none                         | 5                              | 5                       | 5               | 5             | Satisfied with the service rendered                           | R 908 992.52                                                    |
| ESD  | Machine and equipment hire in Greater Tzaneen Municipality | Bukuta Construction and plant hire | own funds         | 2017/04/01 | 2020/04/01 | Provision of construction plant                         | none                         | 5                              | 5                       | 4               | 5             | Satisfied with the service rendered                           | R 246 813.00                                                    |
| ESD  | Refurbishment of Tzaneen Airfield runway                   | AES Consulting Engineers           | GTM               | 08/2016    | 2018/09/28 | Project completed                                       | none                         | 4                              | n/a                     | n/a             | n/a           | We are happy with the performance of the service provider     | R 1 166 010                                                     |
| ESD  | Maintenance of tarred roads                                | Moepeng Trading 40                 | own               | 05/2017    | 05/2020    | Tarred roads patching                                   | None                         | 5                              | 5                       | 5               | 5             | We are happy with the performance of the service provider     | Orders issued as need arises                                    |
| ESD  | Maintenance of tarred roads                                | Makasana Construction              | own               | 05/2017    | 05/2020    | Tarred roads patching                                   | None                         | 5                              | 5                       | 5               | 5             | We are happy with the performance of the service provider     | Orders issued as need arises                                    |
| ESD  | Maintenance of tarred roads                                | Selby Construction                 | own               | 05/2017    | 05/2020    | None                                                    | None                         | 4                              | n/a                     | 5               | n/a           | No order issued this quarter                                  | Orders issued as need arises                                    |
| ESD  | Maintenance of tarred roads                                | Kamojoe Trading & Projects         | own               | 05/2017    | 05/2020    | None                                                    | None                         | n/a                            | n/a                     | n/a             | n/a           | No order issued this quarter                                  | Orders issued as need arises                                    |
| ESD  | Machine hire                                               | Selby Construction                 | Own               | 05/2017    | 05/2020    | Grading of gravel roads, regravelling and TLB hire.     | None                         | 4                              | 4                       | 4               | 4             | We are happy with the performance of the service provider     | Orders issued as need arises                                    |
| ESD  | Machine hire                                               | Kamojoe Trading & Projects         | Own               | 05/2017    | 05/2020    | Grading of gravel roads, regravelling and TLB hire.     | None                         | 4                              | 4                       | 4               | 4             | We are happy with the performance of the service provider     | Orders issued as need arises                                    |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                                                              | Name of Service provider            | Source of funding | Start date | End date   | Physical Progress to date - <i>(Narrative required)</i>                                                                | Challenges and interventions | Assessment of service provider |                         |                 |               | Assessment comments (reason for assessment score provided) | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|---------------------------------------------------------------------------|-------------------------------------|-------------------|------------|------------|------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------------|-------------------------|-----------------|---------------|------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                                                           |                                     |                   |            |            |                                                                                                                        |                              | (Scale 1-5)<br>Fair            | 1 - Poor<br>3 - Average | 2 -<br>4 - Good | 5 - Excellent |                                                            |                                                                 |
| ESD  | Machine hire                                                              | Selema Planthire Construction C.C.  | Own               | 05/2017    | 05/2020    | Grading of gravel roads, regravelling and TLB hire.                                                                    | None                         | 4                              | 4                       | 4               | 4             | We are happy with the performance of the service provider  | Orders issued as need arises                                    |
| ESD  | Machine hire                                                              | Bukuta BK                           | Own               | 05/2017    | 05/2020    | Grading of gravel roads, regravelling and TLB hire.                                                                    | None                         | 4                              | 4                       | 4               | 4             | We are happy with the performance of the service provider  | Orders issued as need arises                                    |
| ESD  | Maintenance of stormwater Drainage systems                                | Selby Construction                  | Own               | 05/2017    | 05/2020    | Maintenance of stormwater Drainage systems                                                                             | None                         | 4                              | 4                       | 4               | 4             | We are happy with the performance of the service provider  | Orders issued as need arises                                    |
| ESD  | Maintenance of stormwater Drainage systems                                | Kamojoe Trading & Projects          | Own               | 05/2017    | 05/2020    | None                                                                                                                   | None                         | n/a                            | n/a                     | n/a             | n/a           | No order issued this quarter                               | Orders issued as need arises                                    |
| ESD  | Maintenance of stormwater Drainage systems                                | Rekhuditse                          | Own               | 05/2017    | 05/2020    | None                                                                                                                   | None                         | n/a                            | n/a                     | n/a             | n/a           | No order issued this quarter                               | Orders issued as need arises                                    |
| ESD  | Upgrading of Road D1350: Moruji to Maswi/Kwesh okolowe from Gravel to Tar | Quality Plant Hire/ Expectra 388 JV | MIG               | 05/09/16   | 16/01/2019 | The road is surfaced and open to chainage 12,05km. The Contractor has completed 97% of box culverts and 60% of drains. | None                         | 5                              | 5                       | 4               | 4             | Project is running behind schedule                         | R127 904 235                                                    |
| ESD  | Upgrading of Road D1350: Moruji to Maswi/Kwesh okolowe from Gravel to Tar | Makasela Consulting an Projects     | MIG               | 05/09/16   | 16/01/2019 | The road is surfaced and open to chainage 12,05km. The Contractor has completed 97% of box culverts and 60% of drains. | None                         | 5                              | 5                       | 4               | 4             | Project is running behind schedule                         | 17% of the contract value                                       |

| Table 161: Evaluation of Service Provider Performance for 2018/19 |                                               |                                                   |                   |            |                                                |                                                                                                                                                                                                              |                              |                                |                         |                 |               |                                                            |                                                                 |
|-------------------------------------------------------------------|-----------------------------------------------|---------------------------------------------------|-------------------|------------|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------------|-------------------------|-----------------|---------------|------------------------------------------------------------|-----------------------------------------------------------------|
| Dept                                                              | Project name                                  | Name of Service provider                          | Source of funding | Start date | End date                                       | Physical Progress to date - <i>(Narrative required)</i>                                                                                                                                                      | Challenges and interventions | Assessment of service provider |                         |                 |               | Assessment comments (reason for assessment score provided) | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|                                                                   |                                               |                                                   |                   |            |                                                |                                                                                                                                                                                                              |                              | (Scale 1-5)<br>Fair            | 1 - Poor<br>3 - Average | 2 -<br>4 - Good | 5 - Excellent |                                                            |                                                                 |
| ESD                                                               | Upgrading of Lenyenye Taxi Rank               | Makasela Consulting an Projects                   | MIG               | 11/09/17   | Depending on the appointment of the contractor | Project on adjudication stage                                                                                                                                                                                | None                         | 5                              | 5                       | 5               | 5             | The Project is on adjudication stage.                      | 17% of the contract value                                       |
| ESD                                                               | Upgrading of Mulati Access Road               | Letsopa Project Managers and Consulting Engineers | MIG               | 11/09/17   | 31/01/2021                                     | The Contractor has constructed the road bed till chainage 3.1km. The Contractor has set out and box cut to the road bed till chainage 5.8km and has commenced with the construction of the RAL intersection. | None                         | 5                              | 5                       | 5               | 5             | Project progress is on schedule                            | 17% of the contract value                                       |
| ESD                                                               | Upgrading of Mulati Access Road               | Tshiamiso Trading 235                             | MIG               | 31/01/2019 | 31/01/2021                                     | The Contractor has constructed the road bed till chainage 3.1km. The Contractor has set out and box cut to the road bed till chainage 5.8km and has commenced with the construction of the RAL intersection. | None                         | n/a                            | n/a                     | 5               | 5             | Project progress is on schedule                            | R26 824 513                                                     |
| ESD                                                               | Upgrading of Lenyenye to Khujwana Access Road | Ryntex Consulting Engineers                       | MIG               | 11/09/17   | 28/05/2020                                     | The Contractor has cleared 86% of the road,66% of the roadbed, 59% of the lower selected and 11% of the Base.                                                                                                | None                         | 5                              | 5                       | 5               | 5             | Project progress is on schedule                            | 17% of the contract value                                       |
| ESD                                                               | Upgrading of Lenyenye to Khujwana Access Road | Selby Construction                                | MIG               | 2018/11/15 | 2020/09/15                                     | The Contractor has cleared 86% of the road,66% of the roadbed, 59% of the lower selected and 11% of the Base.                                                                                                | None                         | n/a                            | 5                       | 5               | 5             | Project progress is on schedule                            | R32 699 128                                                     |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                                   | Name of Service provider        | Source of funding | Start date | End date                                       | Physical Progress to date - <i>(Narrative required)</i>                                                               | Challenges and interventions | Assessment of service provider |                         |                 |               | Assessment comments (reason for assessment score provided)                                                           | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|------------------------------------------------|---------------------------------|-------------------|------------|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------------|-------------------------|-----------------|---------------|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                                |                                 |                   |            |                                                |                                                                                                                       |                              | (Scale 1-5)<br>Fair            | 1 - Poor<br>3 - Average | 2 -<br>4 - Good | 5 - Excellent |                                                                                                                      |                                                                 |
| ESD  | Upgrading of Mbambamencisi Access Road         | Ryntex Consulting Engineers     | MIG               | 11/09/17   | Depending on the appointment of the contractor | The Contractor has Completed 100% of the base and 70% of the paving has been laid.                                    | None                         | 5                              | 5                       | 5               | 5             | Project progress is on schedule                                                                                      | 17% of the contract value                                       |
| ESD  | Upgrading of Mbambamencisi Access Road         | Makasana Construction           | MIG               | 2018/11/15 | 2019/09/15                                     | The Contractor has Completed 100% of the base and 70% of the paving has been laid.                                    | None                         | n/a                            | 5                       | 5               | 5             | Project progress is on schedule                                                                                      | R7 242 419                                                      |
| ESD  | Construction of Mawa Block 12 Low level bridge | AM Consulting Engineers         | MIG               | 11/09/17   | Depending on the appointment of the contractor | A Contractor has been appointed. We await submission of contractual requirements in preparation of the Site Handover. | None                         | 5                              | 5                       | 5               | 5             | Service provider is undertook work professionally                                                                    | 17% of the contract value                                       |
| ESD  | Construction of Mawa Block 12 Low level bridge | Matome wa Monareng              | MIG               | 11/09/17   | Depending on the appointment of the contractor | A Contractor has been appointed. We await submission of contractual requirements in preparation of the Site Handover. | None                         | n/a                            | n/a                     | n/a             | n/a           | A Contractor has been appointed. We await submission of contractual requirement in preparation of the Site Handover. | R 1 742 288.85                                                  |
| ESD  | Upgrading of Relela Access Road                | Makasela Consulting an Projects | MIG               | 2018/09/07 | Depending on the appointment of the contractor | A Contractor has been appointed. We await submission of contractual requirements in preparation of the Site Handover. | None                         | 5                              | 5                       | 5               | 5             | Service provider is undertook work professionally                                                                    | 17% of the contract value                                       |
| ESD  | Upgrading of Relela Access Road                | Leb P Construction              | MIG               | 2018/09/07 | Depending on the appointment of the contractor | A Contractor has been appointed. We await submission of contractual requirements in preparation of the Site Handover. | None                         | n/a                            | n/a                     | n/a             | n/a           | A Contractor has been appointed. We await submission of contractual requirement in preparation of the Site Handover. | R 16 252 448.41                                                 |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                                     | Name of Service provider    | Source of funding | Start date | End date                                       | Physical Progress to date - <i>(Narrative required)</i>                                                               | Challenges and interventions | Assessment of service provider |          |             |                           | Assessment comments (reason for assessment score provided)                                                            | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|--------------------------------------------------|-----------------------------|-------------------|------------|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------------|----------|-------------|---------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                                  |                             |                   |            |                                                |                                                                                                                       |                              | (Scale 1-5) Fair               | 1 - Poor | 2 - Average | 3 - Good<br>4 - Excellent |                                                                                                                       |                                                                 |
| ESD  | Mmatapa to Leseke Access Road                    | MGM-BLUHRAY ENGINEERS       | MIG               | 2018/09/07 | Depending on the appointment of the contractor | A Contractor has been appointed. We await submission of contractual requirements in preparation of the Site Handover. | None                         | 5                              | 5        | 5           | 5                         | Service provider is undertook work professionally                                                                     | 17% of the contract value                                       |
| ESD  | Mmatapa to Leseke Access Road                    | Zacks Business Enterprise   | MIG               | 2018/09/07 | Depending on the appointment of the contractor | A Contractor has been appointed. We await submission of contractual requirement in preparation of the Site Handover.  | None                         | n/a                            | n/a      | n/a         | n/a                       | A Contractor has been appointed. We await submission of contractual requirements in preparation of the Site Handover. | R 35 572 166.85                                                 |
| ESD  | Construction of Agatha Cemetery Low Level Bridge | Mosomo Consulting Engineers | OWN               | 27/02/2017 | 09/11/2018                                     |                                                                                                                       | None                         | 5                              | 5        | n/a         | n/a                       | Project has Reached Completion stage                                                                                  | 17% of the contract value                                       |
| ESD  | Construction of Agatha Cemetery Low Level Bridge | Moepeng Trading 40          | OWN               | 27/02/2017 | 09/11/2018                                     | Project has Reached Completion stage                                                                                  | None                         | 5                              | 5        | n/a         | n/a                       | Project has Reached Completion stage                                                                                  | R3 428 798                                                      |
| ESD  | Nelson Ramodike High School Access Road          | Conceptual Engineers        | MIG               | 11/09/17   | Depending on the appointment of the contractor | A Contractor has been appointed. We await submission of contractual requirement in preparation of the Site Handover.  | None                         | 5                              | 5        | 5           | 5                         | Service provider is undertook work professionally                                                                     | 17% of the contract value                                       |
| ESD  | Nelson Ramodike High School Access Road          | Selby Construction          | MIG               | 11/09/17   | Depending on the appointment of the contractor | A Contractor has been appointed. We await submission of contractual requirements in preparation of the Site Handover. | None                         | n/a                            | n/a      | n/a         | n/a                       | A Contractor has been appointed. We await submission of contractual requirements in preparation of the Site Handover. | R 34 148 923.05                                                 |
| ESD  | Mopye High School Access Road                    | Mosomo Consulting Engineers | MIG               | 2019/03/19 | 2020/03/19                                     | The Contractor has cleared 50% of the road and is busy with excavations.                                              | None                         | 5                              | 5        | 5           | 5                         | Project progress is on schedule                                                                                       | 17% of the contract value                                       |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                                                                                                                                | Name of Service provider     | Source of funding | Start date | End date   | Physical Progress to date - <i>(Narrative required)</i>                             | Challenges and interventions | Assessment of service provider |                         |                 |               | Assessment comments (reason for assessment score provided) | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------------|------------|------------|-------------------------------------------------------------------------------------|------------------------------|--------------------------------|-------------------------|-----------------|---------------|------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                                                                                                                             |                              |                   |            |            |                                                                                     |                              | (Scale 1-5)<br>Fair            | 1 - Poor<br>3 - Average | 2 -<br>4 - Good | 5 - Excellent |                                                            |                                                                 |
| ESD  | Mopye High School Access Road                                                                                                               | Eternity Star Investments    | MIG               | 2019/03/19 | 2020/03/19 | The Contractor has cleared 50% of the road and is busy with excavations.            | None                         | n/a                            | n/a                     | 5               | 5             | Project progress is on schedule                            | R20 411 939                                                     |
| ESD  | Upgrading of CODESA to Hani Street Paving                                                                                                   | KMSD Engineering Consultants | MIG               | 22/01/2019 | 22/10/2019 | The Contractor has constructed 100% of the Base and is preparing to lay the bricks. | None                         | 5                              | 5                       | 5               | 5             | Project progress is on schedule                            | 17% of the contract value                                       |
| ESD  | Upgrading of CODESA to Hani Street Paving                                                                                                   | Tshiamiso Trading 235        | MIG               | 22/01/2019 | 22/10/2019 | The Contractor has constructed 100% of the Base and is preparing to lay the bricks. | None                         | n/a                            | n/a                     | 5               | 5             | Project progress is on schedule                            | R9 217 611                                                      |
| ESD  | Upgrading of Tzaneen Ext.13 internal streets from gravel to paving                                                                          | Kago Consulting Engineers    | OWN               | 01/04/2019 | 30/06/2019 | Designs completed                                                                   | None                         | n/a                            | n/a                     | n/a             | 5             | Service provider is undertook work professionally          | R817 393                                                        |
| ESD  | Supply And Delivery Of 4 X 4 LDV With A Working Load Of Above 1 Ton Heavy Duty Pickup And 4 X 2 LDV Pickup For Greater Tzaneen Municipality | Simunye fleet Management     | OWN               | 01/11/2018 | 30/06/2019 | Nine (9) vehicles have been procured and delivered                                  | None                         | n/a                            | 5                       |                 | 5             | The service provider delivered in time                     | R4 744 579                                                      |

**Table 161: Evaluation of Service Provider Performance for 2018/19**

| Dept | Project name                                                                                                         | Name of Service provider                      | Source of funding | Start date | End date   | Physical Progress to date - <i>(Narrative required)</i>             | Challenges and interventions                                                       | Assessment of service provider |                         |                 |               | Assessment comments (reason for assessment score provided)                            | R-value of contract ( <i>total period</i> ) / or <i>Exp YTD</i> |
|------|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|-------------------|------------|------------|---------------------------------------------------------------------|------------------------------------------------------------------------------------|--------------------------------|-------------------------|-----------------|---------------|---------------------------------------------------------------------------------------|-----------------------------------------------------------------|
|      |                                                                                                                      |                                               |                   |            |            |                                                                     |                                                                                    | (Scale 1-5)<br>Fair            | 1 - Poor<br>3 - Average | 2 -<br>4 - Good | 5 - Excellent |                                                                                       |                                                                 |
| ESD  | Supply and delivery of heavy duty crane for Greater Tzaneen Municipality                                             | Vunakum (PTY) LTD                             | OWN               | 01/12/2018 | 30/06/2019 | Crane was procured and delivered                                    | None                                                                               | n/a                            | n/a                     | n/a             | 5             | The service provider performed very well                                              | R1 389 975                                                      |
| ESD  | Upgrading of civic centre, community services offices, old fire station and installation of lift in the civic centre | MSW project Managers and Consulting Engineers | own               | 03/09/2018 | 30/12/2018 | Concept designs were completed                                      | none                                                                               | 5                              | 5                       | 5               | 5             | The service provider performed very well                                              | R 11 700 000                                                    |
| PED  | Land Use Scheme                                                                                                      | Matete and Associates                         | own               | 01.08.2018 | 30.09.2019 | Inception report finalised. Draft status quo report completed.      | Service Provider is behind schedule . A series of meeting held to speed up process | 2                              | 2                       | 2               | 2             | Service Provider missed deadlines and the quality of the documents are not acceptable | R908 500.00 00, only 10% has been paid out to date.             |
| PED  | Land Audit                                                                                                           | Messrs. Jacques du Toit & Associates          | Own               | 2019/01/02 | 30/08/2019 | Implementation Plan including disbursement. Detail progress report. | none                                                                               | n/a                            | n/a                     | 3               | 4             | The project is at 80% completion stage.                                               | R 340 000                                                       |

ADDENDUM J: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

ADDENDUM J (I): REVENUE COLLECTION PERFORMANCE BY VOTE

| <b>Table 162: Revenue Collection Performance by Vote (R' 000) - 2018/19</b> |                  |                             |                        |                  |                         |                           |
|-----------------------------------------------------------------------------|------------------|-----------------------------|------------------------|------------------|-------------------------|---------------------------|
| <b>Vote Description</b>                                                     | <b>2017/18</b>   | <b>2018/19 Current year</b> |                        |                  | <b>2018/19 Variance</b> |                           |
|                                                                             | <b>Actual</b>    | <b>Original Budget</b>      | <b>Adjusted Budget</b> | <b>Actual</b>    | <b>Original Budget</b>  | <b>Adjustments Budget</b> |
| Vote 1: Municipal Manager                                                   |                  |                             |                        |                  |                         |                           |
| Vote 2: Planning & Economic Development                                     | 221              | 564                         | 564                    | 234              | -141%                   | -141%                     |
| Vote 3: Financial Services                                                  | 470,548          | 447,716                     | 447,716                | 512,719          | 13%                     | 13%                       |
| Vote 4: Corporate Services                                                  |                  | 1                           | 638                    | 747              | 100%                    | 15%                       |
| Vote 5: Community Services                                                  | 88,846           | 113,580                     | 113,580                | 85,782           | -32%                    | -32%                      |
| Vote 6: Electrical Engineering Services                                     | 462,750          | 517,347                     | 517,347                | 459,469          | -13%                    | -13%                      |
| Vote 7: Engineering Services                                                | 101,284          | 95,080                      | 94,580                 | 78,875           | -21%                    | -20%                      |
| <b>Total Revenue</b>                                                        | <b>1,123,649</b> | <b>1,174,288</b>            | <b>1,174,424</b>       | <b>1,137,826</b> | <b>-3%</b>              | <b>-3%</b>                |

ADDENDUM J (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE

| <b>Table 163: Revenue Collection Performance by Source - R '000 (2018/19)</b> |                  |                        |                           |                  |                         |                           |
|-------------------------------------------------------------------------------|------------------|------------------------|---------------------------|------------------|-------------------------|---------------------------|
| <b>Description</b>                                                            | <b>2017/2018</b> | <b>2018/19</b>         |                           |                  | <b>2018/19 Variance</b> |                           |
|                                                                               | <b>Actual</b>    | <b>Original Budget</b> | <b>Adjustments Budget</b> | <b>Actual</b>    | <b>Original Budget</b>  | <b>Adjustments Budget</b> |
| Property rates                                                                | 99,290           | 87,000                 | 87,000                    | 109,160          | 20%                     | 20%                       |
| Property rates - penalties & collection charges                               | 8,204            | 6,800                  | 6,800                     | 10,023           | 32%                     | 32%                       |
| Service Charges - electricity revenue                                         | 452,023          | 501,351                | 501,351                   | 449,864          | -11%                    | -11%                      |
| Service Charges - water revenue                                               |                  |                        |                           |                  |                         |                           |
| Service Charges - sanitation revenue                                          |                  |                        |                           |                  |                         |                           |
| Service Charges - refuse revenue                                              | 30,990           | 30,432                 | 30,432                    | 33,052           | 8%                      | 8%                        |
| Service Charges - other                                                       | 2,047            | 3,150                  | 3,150                     | 3,120            | -1%                     | -1%                       |
| Rentals of facilities and equipment                                           | 1,782            | 1,772                  | 1,772                     | 2,133            | 17%                     | 17%                       |
| Interest earned - external investments                                        | 4,427            | 3,801                  | 3,801                     | 9,616            | 60%                     | 60%                       |
| Interest earned - outstanding debtors                                         | 18,396           | 17,000                 | 17,000                    | 17,826           | 5%                      | 5%                        |
| Dividends received                                                            |                  |                        |                           |                  |                         |                           |
| Fines                                                                         | 37,987           | 4,501                  | 4,501                     | 32,189           | 86%                     | 86%                       |
| Licenses and permits                                                          | 1,006            | 771                    | 771                       | 1,021            | 24%                     | 24%                       |
| Agency services                                                               | 7,988            | 51,164                 | 51,164                    | 9,254            | -453%                   | -453%                     |
| Transfers recognized - operational                                            | 329,816          | 361,995                | 362,631                   | 384,301          | 6%                      | 6%                        |
| Other revenue                                                                 | 30,768           | 12,235                 | 11,735                    | 27,872           | 56%                     | 58%                       |
| Gains on disposal of PPE                                                      |                  |                        |                           |                  |                         |                           |
| Environmental Protection                                                      |                  |                        |                           |                  |                         |                           |
| <b>Total Revenue (excluding capital transfers and contributions)</b>          | <b>1,024,723</b> | <b>1,081,973</b>       | <b>1,082,109</b>          | <b>1,089,431</b> | <b>1%</b>               | <b>1%</b>                 |

ADDENDUM K: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES

ADDENDUM K (i): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME

| Table 164: Capital Expenditure - New Assets Programme* ( R'000) |         |                 |                   |                    |                             |           |         |
|-----------------------------------------------------------------|---------|-----------------|-------------------|--------------------|-----------------------------|-----------|---------|
| Description                                                     | 2017/18 | 2018/19         |                   |                    | Planned Capital expenditure |           |         |
|                                                                 | Actual  | Original Budget | Adjustment Budget | Actual Expenditure | 2019/2020                   | 2020/2021 | 2021/22 |
| <b>Capital expenditure by Asset Class</b>                       |         |                 |                   |                    |                             |           |         |
| <b>Infrastructure - Total</b>                                   | 26 618  | 65 394          | 72 693            | 75 596             | 56 902                      | 58 449    | 93 975  |
| <b>Infrastructure: Road transport - Total</b>                   | 14 504  |                 |                   |                    |                             |           |         |
| <i>Roads, Pavements &amp; Bridges</i>                           | 32 358  | 35 894          | 32 393            | 53 817             | 41 902                      | 43 449    | 78 975  |
| <i>Storm water</i>                                              | 1 722   |                 |                   |                    |                             |           |         |
| <b>Infrastructure: Electricity - Total</b>                      | 12 114  |                 |                   |                    |                             |           |         |
| <i>Generation</i>                                               |         |                 |                   |                    |                             |           |         |
| <i>Transmission &amp; Reticulation</i>                          | 12 114  | 29 500          | 40 300            | 17 532             | 15 000                      | 15 000    | 15 000  |
| <i>Street Lighting</i>                                          |         |                 |                   |                    |                             |           |         |
| <b>Infrastructure: Water - Total</b>                            | –       |                 |                   |                    |                             |           |         |
| <i>Dams &amp; Reservoirs</i>                                    |         |                 |                   |                    |                             |           |         |
| <i>Water purification</i>                                       |         |                 |                   |                    |                             |           |         |
| <i>Reticulation</i>                                             |         |                 |                   |                    |                             |           |         |
| <b>Infrastructure: Sanitation - Total</b>                       | –       |                 |                   |                    |                             |           |         |
| <i>Reticulation</i>                                             |         |                 |                   |                    |                             |           |         |
| <i>Sewerage purification</i>                                    |         |                 |                   |                    |                             |           |         |
| <b>Infrastructure: Other - Total</b>                            | –       |                 |                   |                    |                             |           |         |

**Table 164: Capital Expenditure - New Assets Programme\*( R'000)**

| Description                           | 2017/18 | 2018/19         |                   |                    | Planned Capital expenditure |           |         |
|---------------------------------------|---------|-----------------|-------------------|--------------------|-----------------------------|-----------|---------|
|                                       | Actual  | Original Budget | Adjustment Budget | Actual Expenditure | 2019/2020                   | 2020/2021 | 2021/22 |
| <i>Waste Management</i>               |         |                 |                   |                    |                             |           |         |
| <i>Transportation</i>                 |         |                 |                   |                    |                             |           |         |
| <i>Gas</i>                            |         |                 |                   |                    |                             |           |         |
| <i>Other</i>                          | –       |                 |                   | 1 247              |                             |           |         |
|                                       |         |                 |                   |                    |                             |           |         |
| <b><u>Community - Total</u></b>       | –       |                 |                   |                    |                             |           |         |
| Parks & gardens                       |         |                 |                   |                    |                             |           |         |
| Sports fields & stadia                |         |                 |                   |                    |                             |           |         |
| Swimming pools                        |         |                 |                   |                    |                             |           |         |
| Community halls                       |         |                 |                   |                    |                             |           |         |
| Libraries                             |         |                 |                   |                    |                             |           |         |
| Recreational facilities               | –       |                 |                   |                    |                             |           |         |
| Fire, safety & emergency              |         |                 |                   |                    |                             |           |         |
| Security and policing                 |         |                 |                   |                    |                             |           |         |
| Buses                                 |         |                 |                   |                    |                             |           |         |
| Clinics                               |         |                 |                   |                    |                             |           |         |
| Museums & Art Galleries               |         |                 |                   |                    |                             |           |         |
| Cemeteries                            | –       |                 |                   |                    |                             |           |         |
| Social rental housing                 |         |                 |                   |                    |                             |           |         |
| Other                                 |         |                 |                   |                    |                             |           |         |
| <b><u>Heritage assets - Total</u></b> | –       |                 |                   |                    |                             |           |         |
| Buildings                             |         |                 |                   |                    |                             |           |         |
| Other                                 |         |                 |                   |                    |                             |           |         |

**Table 164: Capital Expenditure - New Assets Programme\*( R'000)**

| Description                                 | 2017/18    | 2018/19         |                   |                    | Planned Capital expenditure |               |               |
|---------------------------------------------|------------|-----------------|-------------------|--------------------|-----------------------------|---------------|---------------|
|                                             | Actual     | Original Budget | Adjustment Budget | Actual Expenditure | 2019/2020                   | 2020/2021     | 2021/22       |
| <b><u>Investment properties - Total</u></b> | –          |                 |                   |                    |                             |               |               |
| Housing development                         |            |                 |                   |                    |                             |               |               |
| Other                                       |            |                 |                   |                    |                             |               |               |
| -                                           |            |                 |                   |                    |                             |               |               |
| <b><u>Other assets</u></b>                  | <b>437</b> | <b>2 500</b>    | <b>3 900</b>      | <b>13 822</b>      | <b>12 185</b>               | <b>10 840</b> | <b>11 426</b> |
| General vehicles                            | –          | 1 500           | 3 357             | 3 500              | 1900                        |               |               |
| Specialised vehicles                        |            |                 |                   |                    |                             |               |               |
| Plant & equipment                           |            | 300             | 348               | 346                | 9 285                       | 9 786         | 10 315        |
| Computers - hardware/equipment              |            |                 |                   |                    | 1 000                       | 1 054         | 1 111         |
| Furniture and other office equipment        | 437        | 700             | 195               | 9 976              |                             |               |               |
| Abattoirs                                   |            |                 |                   |                    |                             |               |               |
| Markets                                     |            |                 |                   |                    |                             |               |               |
| Civic Land and Buildings                    |            |                 |                   |                    |                             |               |               |
| Other Buildings                             |            |                 |                   |                    |                             |               |               |
| Other Land                                  |            |                 |                   |                    |                             |               |               |
| Surplus Assets - (Investment or Inventory)  |            |                 |                   |                    |                             |               |               |
| Other                                       | –          |                 |                   |                    |                             |               |               |
|                                             |            |                 |                   |                    |                             |               |               |
| <b><u>Agricultural assets</u></b>           | –          |                 |                   |                    |                             |               |               |
| <i>List sub-class</i>                       |            |                 |                   |                    |                             |               |               |
|                                             |            |                 |                   |                    |                             |               |               |

| Table 164: Capital Expenditure - New Assets Programme*( R'000) |               |                 |                   |                    |                             |               |                |
|----------------------------------------------------------------|---------------|-----------------|-------------------|--------------------|-----------------------------|---------------|----------------|
| Description                                                    | 2017/18       | 2018/19         |                   |                    | Planned Capital expenditure |               |                |
|                                                                | Actual        | Original Budget | Adjustment Budget | Actual Expenditure | 2019/2020                   | 2020/2021     | 2021/22        |
| <b>Biological assets</b>                                       | –             |                 |                   |                    |                             |               |                |
| <i>List sub-class</i>                                          |               |                 |                   |                    |                             |               |                |
|                                                                |               |                 |                   |                    |                             |               |                |
| <b>Intangibles</b>                                             | –             |                 |                   |                    |                             |               |                |
| Computers - software & programming                             | –             |                 |                   |                    |                             |               |                |
| Other ( <i>list sub-class</i> )                                |               |                 |                   |                    |                             |               |                |
|                                                                |               |                 |                   |                    |                             |               |                |
| <b>Total Capital Expenditure on new assets</b>                 | <b>27 055</b> | <b>67 864</b>   | <b>77 058</b>     | <b>89 418</b>      | <b>69 087</b>               | <b>69 290</b> | <b>105 401</b> |
|                                                                |               |                 |                   |                    |                             |               |                |
| <b>Specialised vehicles</b>                                    | –             |                 |                   |                    |                             |               |                |
| Refuse                                                         |               |                 |                   |                    |                             |               |                |
| Fire                                                           |               |                 |                   |                    |                             |               |                |
| Conservancy                                                    |               |                 |                   |                    |                             |               |                |
| Ambulances                                                     |               |                 |                   |                    |                             |               |                |

ADDENDUM K (ii): CAPITAL EXPENDITURE – UPGRADE/RENEWAL PROGRAMME

| Table 167: Capital Expenditure - Upgrade/Renewal Programme* - R '000 |               |                 |                   |                    |                             |               |               |
|----------------------------------------------------------------------|---------------|-----------------|-------------------|--------------------|-----------------------------|---------------|---------------|
| Description                                                          | 2017/18       | 2018/2019       |                   |                    | Planned Capital expenditure |               |               |
|                                                                      | Actual        | Original Budget | Adjustment Budget | Actual Expenditure | 2019/2020                   | 2020/21       | 2021/22       |
| <b>Capital expenditure by Asset Class</b>                            |               |                 |                   |                    |                             |               |               |
| <b>Infrastructure - Total</b>                                        | <b>20 907</b> | <b>74 694</b>   | <b>76 895</b>     | <b>17 532</b>      | <b>72 647</b>               | <b>86 438</b> | <b>28 610</b> |
| Infrastructure: Road transport - Total                               | 19 577        | 62 817          | 59 695            | -                  | 49 147                      | 52 749        | 24 722        |
| <i>Roads, Pavements &amp; Bridges</i>                                | 19 577        | 62 817          | 59 695            | -                  | 49 147                      | 52 749        | 24 722        |
| <i>Storm water</i>                                                   |               |                 |                   |                    |                             |               |               |
| <b>Infrastructure: Electricity - Total</b>                           | <b>1 330</b>  | <b>-</b>        | <b>14 700</b>     | <b>17 532</b>      | <b>20 000</b>               | <b>30 000</b> | <b>-</b>      |
| <i>Transmission &amp; Reticulation</i>                               | 1 330         | -               | 14 700            | 17 532             | 20 000                      | 30 000        | -             |
| <i>Street Lighting</i>                                               |               |                 |                   |                    |                             |               |               |
| <b>Community</b>                                                     |               |                 |                   |                    |                             |               |               |
| Other                                                                |               |                 |                   |                    |                             |               |               |
| <b>Infrastructure: Other - Total</b>                                 |               | <b>12 507</b>   | <b>2 500</b>      | <b>-</b>           | <b>3 500</b>                | <b>3 689</b>  | <b>3 888</b>  |
| <i>Waste Management</i>                                              |               | 12 507          | 2 500             | -                  | 3 500                       | 3 689         | 3 888         |
| <i>Transportation</i>                                                |               |                 |                   |                    |                             |               |               |
| <b>Other assets</b>                                                  |               |                 |                   |                    |                             |               |               |
| Computers - hardware/equipment                                       |               |                 |                   |                    |                             |               |               |
| Furniture and other office equipment                                 |               |                 |                   |                    |                             |               |               |
| <b>Total Capital Expenditure on renewal of existing assets</b>       |               | <b>74 694</b>   |                   |                    |                             |               |               |

ADDENDUM L – CAPITAL PROGRAMME BY PROJECT 2018/19

| <b>Table 168: Capital Programme by Project 2018/19 (R'000)</b>                |                                                                                   |                          |               |                               |                              |
|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|--------------------------|---------------|-------------------------------|------------------------------|
| <b>Capital Project</b>                                                        | <b>Original Budget</b>                                                            | <b>Adjustment Budget</b> | <b>Actual</b> | <b>Variance (Act - Adj) %</b> | <b>Variance (Act - OB) %</b> |
| <b>WATER</b>                                                                  | No capital projects implemented as Mopani District is the Water Service Authority |                          |               |                               |                              |
| <b>SANITATION/SEWERAGE</b>                                                    | No capital projects implemented as Mopani District is the Water Service Authority |                          |               |                               |                              |
| <b>ELECTRICITY</b>                                                            |                                                                                   |                          |               |                               |                              |
| Entrance Street Lights R71                                                    | 532                                                                               | 532                      | 706           | 25%                           | 25%                          |
| R71 Deerpark Traffic Circle Lights SANRAL                                     | 1 600                                                                             | 1 600                    | 0             |                               |                              |
| Area Lighting- Khujwana turn off                                              | 300                                                                               | 300                      | 0             |                               |                              |
| New Electricity Connection                                                    | 15 000                                                                            | 7 500                    | 3 463         | -117%                         | -333%                        |
| Renewal Repairs & Maintenance on Prepaid Meters- Tzaneen, Letsitele & Politsi | 300                                                                               | 5 543                    | 740           | -649%                         | 59%                          |
| Mini Sub- Urban Distribution Networks                                         | 800                                                                               | 800                      | 0             |                               |                              |
| Replacing 11KV Cables                                                         | 750                                                                               | 750                      | 1 566         | 52%                           | 52%                          |
| Substation Tripping Batteries                                                 | 100                                                                               | 100                      | 3             | -3233%                        | -3233%                       |
| Provision of Electrical Tools-Operation & Maintenance                         | 150                                                                               | 150                      | 0             |                               |                              |
| Provision of Electrical Tools-Customer Retail                                 | 200                                                                               | 200                      | 0             |                               |                              |
| Replacement of Existing Air Conditioners-Municipal Buildings                  | 150                                                                               | 150                      | 0             |                               |                              |
| Rebuilding of Lines-Green Frog- Haenertsburg                                  | 1 200                                                                             | 1 200                    | 0             |                               |                              |
| Rebuilding of Lines-Gravelotte- De Neck                                       | 1 500                                                                             | 1 500                    | 0             |                               |                              |
| Rebuilding of Lines 33 KV-Lalapanzi/Waterbok                                  | 600                                                                               | 600                      | 0             |                               |                              |

| <b>Table 168: Capital Programme by Project 2018/19 (R'000)</b>                 |                        |                          |               |                               |                              |
|--------------------------------------------------------------------------------|------------------------|--------------------------|---------------|-------------------------------|------------------------------|
| <b>Capital Project</b>                                                         | <b>Original Budget</b> | <b>Adjustment Budget</b> | <b>Actual</b> | <b>Variance (Act - Adj) %</b> | <b>Variance (Act - OB) %</b> |
| Rebuilding of Mashuti 11KV Line (2 km)                                         | 400                    | 400                      | 0             |                               |                              |
| Rebuilding of Yamorna & Shivulari 11KV Line (4 km)                             | 584                    | 584                      | 0             |                               |                              |
| Rebuilding of Deeside 11KV Line (2,5 km)                                       | 584                    | 584                      | 0             |                               |                              |
| Rebuilding of Ledzee 11KV Line from LZ44 to Vandergryp Farm(2,5 km)            | 500                    | 500                      | 0             |                               |                              |
| Rebuilding of Lines- Letsitele Valley Substation- Bosbou & all T offs (2,5 km) | 500                    | 500                      | 678           | 26%                           | 26%                          |
| Rebuilding of Lushof South 11KV lines (2,5 km)                                 | 500                    | 500                      | 397           | -26%                          | -26%                         |
| Rebuilding of Rooikoppies 11KV lines (5 km)                                    | 1 000                  | 1 000                    | 8             | -12400%                       | -12400%                      |
| Rebuilding of Mabiet 11KV lines (5 km)                                         | 1 000                  | 1 000                    | 8             | -12400%                       | -12400%                      |
| Rebuilding of Haenertsburg 11KV lines (5 km)                                   | 1 000                  | 1 000                    | 799           | -25%                          | -25%                         |
| Rebuilding of Campsies Glen 11KV lines (5 km)                                  | 1 000                  | 1 000                    | 561           | -78%                          | -78%                         |
| Rebuilding of Politsi Valley 11KV lines (5 km)                                 | 1 000                  | 1 000                    | 8             | -12400%                       | -12400%                      |
| Rebuilding of Mieliekloof & Deerpark 11KV lines (2,5 km)                       | 500                    | 500                      | 4             | -12400%                       | -12400%                      |
| Rebuilding of Letaba Feeder 33KV lines (2,5 km)                                | 750                    | 750                      |               |                               |                              |
| Upgrading of Waterbok 33/11 KV Substation                                      | 1 000                  | 1 000                    | 142           | -604%                         | -604%                        |
| Upgrading of Blacknoll 33/11 KV Substation                                     | 1 000                  | 1 000                    | 224           | -346%                         | -346%                        |
| Substation Fencing                                                             | 500                    | 500                      | 1 248         | 60%                           | 60%                          |
| Replace 2x15 MVA 66/11 KV                                                      | 9 000                  | 9 000                    | 0             |                               |                              |
| Replacing of Old SS1 Electrical Substation Circuit Breakers                    | 4 000                  | 4 000                    | 8 824         | 55%                           | 55%                          |

| <b>Table 168: Capital Programme by Project 2018/19 (R'000)</b>       |                        |                          |               |                               |                              |
|----------------------------------------------------------------------|------------------------|--------------------------|---------------|-------------------------------|------------------------------|
| <b>Capital Project</b>                                               | <b>Original Budget</b> | <b>Adjustment Budget</b> | <b>Actual</b> | <b>Variance (Act - Adj) %</b> | <b>Variance (Act - OB) %</b> |
| Replace 11KV & 33KV Auto Reclosers p.a (x5) (Item B53 6/14)          | 1 500                  | 1 500                    | 446           | -236%                         | -236%                        |
| Building of New MVA 33/11KV Substation at Agatha                     | 4 000                  | 4 000                    | 58            | -6797%                        | -6797%                       |
| Refurbishment of Ebenezer 33KV Feeder (2,5 km)                       | 1 000                  | 1 000                    | 997           | 0%                            | 0%                           |
| Rebuilding of Valencia 11KV Lines                                    | 500                    | 500                      | 798           | 37%                           | 37%                          |
| Rebuilding of Nondweni 11KV Lines                                    |                        |                          | 157           | 100%                          | 100%                         |
| <b>ROADS &amp; STORMWATER</b>                                        |                        |                          |               |                               |                              |
| Mopye High School Access Road                                        | 6 500                  | 6 500                    | 2 913         | -123%                         | -123%                        |
| Paving of Nelson Ramodike High Access Road                           | 4 445                  | 4 445                    | 2 794         | -59%                          | -59%                         |
| Moruji-Matshwi-Kheshokolwe                                           | 32 689                 | 32 689                   | 18 233        | -79%                          | -79%                         |
| Upgrading of gravel to tar- Nkowankowa A, Codesa & Hani Street Phase | 9 212                  | 9 212                    | 7 382         | -25%                          | -25%                         |
| Mulati Access Road Paving Phase 1                                    | 3 253                  | 3 253                    | 7 364         | 56%                           | 56%                          |
| Thapane Cross, Mandlakazi to Nwamitwa Phase 1                        | 2 000                  | 2 000                    |               |                               |                              |
| New Lenyenye Taxi Rank Phase 1                                       | 6 478                  | 6 478                    | 1 459         | -344%                         | -344%                        |
| Upgrading of Access Road- Mbambamencisi Phase 1                      | 8 768                  | 8 768                    | 5 375         | -63%                          | -63%                         |
| Upgrading of Khujwana to Lenyenye Access Road Phase1                 | 3 253                  | 3 253                    | 12 801        | 75%                           | 75%                          |
| Risaba to Musiphani Road Upgrade from gravel to tar                  | 2 000                  | 2 000                    | 0             |                               |                              |
| Relela Access Road Phase 1                                           | 2 000                  | 2 000                    | 2 149         | 7%                            | 7%                           |
| Matapa to Leseka Access Road Phase 1                                 | 2 000                  | 2 000                    | 2 750         | 27%                           | 27%                          |

| <b>Table 168: Capital Programme by Project 2018/19 (R'000)</b>            |                        |                          |               |                               |                              |
|---------------------------------------------------------------------------|------------------------|--------------------------|---------------|-------------------------------|------------------------------|
| <b>Capital Project</b>                                                    | <b>Original Budget</b> | <b>Adjustment Budget</b> | <b>Actual</b> | <b>Variance (Act - Adj) %</b> | <b>Variance (Act - OB) %</b> |
| Construction of Agatha Low Level Bridge                                   | 4 389                  | 4 389                    | 2 826         | -55%                          | -55%                         |
| Mawa B12 Low Level Bridge                                                 | 3 100                  | 3 100                    | 542           | -472%                         | -472%                        |
| Dr CN Phatudi to Pharare Access Road regravelling & stormwater Management | 2 000                  | 2 000                    | 0             |                               |                              |
| Construction of Ext 13 Street - Turnkey Projects                          |                        |                          | 711           |                               |                              |
| <b>PARKS &amp; CEMETERIES</b>                                             |                        |                          |               |                               |                              |
| Grass Cutting Machines- Nkowankowa, Lenyenye & Tzaneen                    |                        | 3 478                    | 346           | -905%                         | 100%                         |
| <b>MUNICIPAL BUILDINGS</b>                                                |                        |                          |               |                               |                              |
| Building and Housing                                                      |                        | 2 500                    | 1 057         | -137%                         | 100%                         |
| <b>FLEET</b>                                                              |                        |                          |               |                               |                              |
| Purchase of New Vehicles- CFO                                             |                        | 3 914                    | 3 784         | -3%                           | 100%                         |
| <b>ECONOMIC DEVELOPMENT &amp; TOWN PLANNING</b>                           |                        |                          |               |                               |                              |
| None                                                                      |                        |                          |               |                               |                              |
| <b>SPORTS, ARTS &amp; CULTURE</b>                                         |                        |                          |               |                               |                              |
| None                                                                      |                        |                          |               |                               |                              |
| <b>ENVIRONMENTAL HEALTH</b>                                               |                        |                          |               |                               |                              |
| Environmental Health Services                                             |                        | 230                      | 193           | -19%                          | 100%                         |
| <b>ICT AND OTHER</b>                                                      |                        |                          |               |                               |                              |
| None                                                                      |                        |                          |               |                               |                              |
| <b>TOTAL</b>                                                              | <b>147 087</b>         | <b>154 722</b>           | <b>89 134</b> | <b>-74%</b>                   | <b>-65%</b>                  |

ADDENDUM M – CAPITAL PROGRAMME BY PROJECT BY WARD 2018/19

| <b>Table 169: Capital Programme by Project by Ward 2018/19*</b>                    |                         |                                 |
|------------------------------------------------------------------------------------|-------------------------|---------------------------------|
| <b>Capital Project</b>                                                             | <b>Ward(s) affected</b> | <b>Works completed (Yes/No)</b> |
| <b>ELECTRICITY</b>                                                                 |                         |                                 |
| New R36 Streetlights                                                               | Ward 14,15              |                                 |
| Area Lighting at Tarentaalrand crossing                                            | Ward 13                 | YES                             |
| Replace 2x20 MVA 66/11kV transformers at Tzaneen Main Sub (Phase 1)                | Ward 15                 | YES (PHASE 1)                   |
| Prepaid meters at Talana                                                           | Ward 15                 | YES                             |
| Replacing 11kV underground cables                                                  | Ward 15                 | YES                             |
| Replacing Substation tripping Batteries                                            | Ward 15                 | NO                              |
| Replace Minisubs at AVBOB and old Cash & Carry                                     | Ward 14,15              | YES                             |
| Provision for Capital Tools - CRS                                                  | All                     | NO                              |
| Provision for Capital Tools – O&M                                                  | All                     | NO                              |
| Replacement of Existing Air Conditioners in Municipal buildings                    | All                     | NO                              |
| Rebuilding of lines- Letsitele Valley Substation to Bosbou and all T-offs (phase1) | Ward 16                 | YES                             |
| Rebuilding of Valencia 11kV lines                                                  | Ward 19                 | YES                             |
| Rebuilding of Lushof South 11kV lines                                              | Ward 15                 | YES                             |
| Rebuilding of Rooikoppies 11kV lines                                               | Ward 16                 | NO                              |
| Rebuilding of Mabiet 11kV lines                                                    |                         | YES                             |
| Rebuilding of Haenertsburg 11kV lines                                              | Ward 16                 | YES                             |
| Rebuilding of Campsies Glen 11kV lines                                             | Ward 14                 | YES                             |
| Rebuilding of Politsi Valley 11kV lines                                            | Ward 14                 | NO                              |
| Rebuilding of CP Minnaar 11kV lines                                                |                         | YES                             |
| Rebuilding of Mieliekloof/Deerpark 11kV lines                                      | Ward 15                 | YES                             |
| Upgrading of Waterbok substation from 2 to 4 MVA                                   | Ward 13,15              | NO                              |
| Upgrading of Blacknoll substation from 2 to 4 MVA                                  | Ward 15                 | NO                              |
| Houtbosdorp 11kV ring                                                              | Ward 16                 | YES                             |
| Substation Fencing –Tarentaalrand Main Substation                                  | Ward 15                 | YES                             |
| Replacing of old SS1 substation circuit breakers and switchgear                    | Ward 15                 | YES                             |
| <b>2018/19 INEP Projects</b>                                                       | <b>Ward(s) affected</b> | <b>Works completed (Yes/No)</b> |
| Electrification of 112 households at Mariveni Village                              | Ward23                  | Yes                             |
| Electrification of 26 Households at Zanghoma Village                               | Ward23                  | No                              |

| <b>Table 169: Capital Programme by Project by Ward 2018/19*</b>     |                         |                                 |
|---------------------------------------------------------------------|-------------------------|---------------------------------|
| <b>Capital Project</b>                                              | <b>Ward(s) affected</b> | <b>Works completed (Yes/No)</b> |
| Electrification of 238 Households at Mandlakazi(Marikana Village)   | Ward13                  | No                              |
| Electrification of 90 households at Mbhekwna Village                | Ward13                  | Yes                             |
| Electrification of 24 households at Relela Village                  | Ward08                  | Yes                             |
| Electrification of 100 households at Nabane Village                 | Ward31                  | Yes                             |
| Electrification of 200 households Madawa Village                    | Ward28                  | No                              |
| Electrification of 78 households at Gavaza Village                  | Ward28                  | No                              |
| Electrification of 88 households at Mackery Village                 | Ward05                  | Yes                             |
| Electrification of 49 households at Jokong/Moleketla Village        | Ward09                  | Yes                             |
| Electrification of 113 households at Mokholobotho Village           | Ward21                  | Yes                             |
| Electrification of 85 households at Shongani Phase2 Village         | Ward12                  | Yes                             |
| Electrification of 153 households at Mogapeng Village               | Ward27                  | Yes                             |
| <b>ROADS &amp; STORMWATER</b>                                       |                         |                                 |
| Moruji to Matswi/ Ksheshokolwe Upgrading of Road from Gravel to Tar | 7 & 8                   | NO                              |
| Upgrading of Mulati Access Road                                     | 25                      | NO                              |
| Upgrading of Khujwana to Lenyenye Access Road from Gravel to Tar    | 31,32,33                | NO                              |
| Upgrading of Mbambamencisi Access Road                              | 21                      | NO                              |
| Mawa Low Level bridge                                               | 2                       | NO                              |
| Mopye High School Access Road                                       | 9                       | NO                              |
| Nelson Ramodike High School Access Road                             | 30                      | NO                              |
| Upgrading of Codesa Street to Hani Street                           | 19                      | NO                              |
| Upgrading of Relela Access Road                                     | 8                       | NO                              |
| Upgrading of Matapa to Leseke Access Road                           | 34                      | NO                              |
| <b>TOWN PLANNING</b>                                                |                         |                                 |
| NONE                                                                |                         |                                 |
| <b>SPORTS &amp; RECREATION FACILITIES</b>                           |                         |                                 |
| NONE                                                                |                         |                                 |
| <b>WASTE MANAGEMENT</b>                                             |                         |                                 |
| None                                                                |                         |                                 |

ADDENDUM N – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS

| <b>Table 170: Service Backlogs: Schools and Clinics (2018/19)</b> |                    |                    |                                |                                                                                                                                                                         |
|-------------------------------------------------------------------|--------------------|--------------------|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Establishments lacking basic services</b>                      | <b>Water</b>       | <b>Sanitation</b>  | <b>Electricity<sup>5</sup></b> | <b>Solid Waste Collection</b>                                                                                                                                           |
| <b>Schools (NAMES, LOCATIONS)</b>                                 |                    |                    |                                |                                                                                                                                                                         |
| <list here>                                                       | GTM is not the WSA | GTM is not the WSA | None                           | <ul style="list-style-type: none"> <li>• Backlog @ 39% of rural-areas</li> <li>• No backlog in urban areas</li> </ul>                                                   |
| <b>Clinics (NAMES, LOCATIONS)</b>                                 |                    |                    |                                |                                                                                                                                                                         |
| <list here>                                                       | GTM is not the WSA | GTM is not the WSA | None                           | No backlogs <ul style="list-style-type: none"> <li>• Rural clinics are serviced by a Provincial service provider</li> <li>• Urban clinics serviced by G.T.M.</li> </ul> |

Schools and clinics rely on own boreholes or water supply networks which provide the local communities. Boreholes because of their unreliability, do run dry at some instances and this results with health hazards for the affected schools and clinics. The municipality was incorporating the affected schools and clinics in the programme for water supply at villages through water tankers, which had a considerable financial impact on the operational budget.

<sup>5</sup> Complaints regarding schools and clinics without electricity use to be submitted to GTM by Ward Councilors. No such complaints was received during 2018/19

**ADDENDUM O – SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION**

| <b>Table 171: Service Backlogs Experienced by the Community where another Sphere of Government is the Service Provider (where the Municipality whether or not act on agency basis)</b> |                                                                                                |                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Services and Locations</b>                                                                                                                                                          | <b>Scale of backlogs</b>                                                                       | <b>Impact of backlogs</b>                                                                                                                                |
| <b>Waste Management: All Wards</b>                                                                                                                                                     | Absence of a Regional Landfill space for waste in the Mopani District Area                     | Regionalization of Landfill-Sites ito of Sec.84 of the Municipal Structures Act (Act 117 of 1998), is required from the District Municipality)           |
| <b>Clinics:</b> Ward 6, 16, 18, 21, 25, 28                                                                                                                                             | Health facilities are far from the mentioned wards and their respective constituencies         | The lack of health facilities within reach of the people contribute to an increase in incurable diseases                                                 |
| <b>Housing:</b> Ward 7, 9, 15, 24, 25, 28, 29, 30, 34                                                                                                                                  | There is still housing backlogs due to new families established in theses wards                | Lack of housing impacts on the lives of people in terms of shelter and family relationship. (Social security)                                            |
| <b>Sanitation :</b> Ward 25                                                                                                                                                            | There is a serious need for sanitation in some settlements of the ward                         | Lack of sanitation amenities lead to communities using alternative unhealthy ways of relieving themselves                                                |
| <b>Reservoirs:</b> Ward 18                                                                                                                                                             | There is need for reservoir to improve water reticulation                                      | Lack of reservoirs leads to poor reticulation                                                                                                            |
| <b>Schools (Primary and Secondary):</b> Ward 2, 18, 25, 27                                                                                                                             | Schools are very far from the villages                                                         | There is no access to education                                                                                                                          |
| <b>Sports Fields:</b> Wards 2, 6, 9 , 10, 15, 18, 21, 24, 29,                                                                                                                          | There is a need for sport and recreation facilities in the mentioned villages                  | Lack of sport and recreation facilities leads to young people becoming involved in criminal activities and indulging in substance abuse and gangsterism. |
| <b>Safety and Security:</b> Wards 2, 10, 29<br><b>Library:</b> Ward 10, 21 , 22<br><b>Demarcation of sites:</b> Ward 18                                                                | High crime<br><br>No libraries denies people’s rights to information<br>New stands established | There is high crime rate<br><br>Poor pass rates<br><br>Informal settlements and lack of municipal services.                                              |

ADDENDUM P – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY

| <b>Table 172: Declaration of Loans and Grants made by the Municipality 2018/19</b>           |                            |                                           |                      |                                                              |
|----------------------------------------------------------------------------------------------|----------------------------|-------------------------------------------|----------------------|--------------------------------------------------------------|
| <b>All Organisation or Person in receipt of Loans */Grants* provided by the Municipality</b> | <b>Nature of project</b>   | <b>Conditions attached to funding</b>     | <b>Value 2017/18</b> | <b>Total Amount committed over previous and future years</b> |
| Sports and Recreation Council                                                                | Sports and Recreation      | Submission of Annual Financial Statements | 106 644              | 425 976                                                      |
| SPCA                                                                                         | Animal Protection Services | Submission of Annual Financial Statements | 156 000              | 463 500                                                      |

ADDENDUM Q – DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER MFMA S71

| <b>Table 173: MFMA Section 71 Returns Not Made During 2018/19 According to Reporting Requirements</b> |                                                                                                                           |
|-------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| <b>Return</b>                                                                                         | <b>Reason Return has not been properly made on due date</b>                                                               |
| C6-Monthly Budgeted Statement - Financial Position                                                    | The Finance Department is investigating the clearing of control votes to enable us to compile proper financial statements |

VOLUME II: ANNUAL FINANCIAL STATEMENTS 2018/19

Audited Annual Financial Statements attached as **Annexure B**.

<The end>